

Yerevan State Academy of Fine Arts

Strategic Plan 2017-2021

Introduction

Yerevan State Academy of Fine Arts was established in 1945 as Yerevan Institute of Fine Arts. It was a big phenomenon in Armenian cultural history, since young people had an opportunity to get higher education in their home country promoting development and dissemination of culture in Armenia and abroad. In more than 70 years of history, the institution has united students and teachers establishing generations who were able to maintain the best traditions of Armenian culture, create permanent values and have exclusive role in the development of Armenian culture.

Since 1994, operating as Yerevan State Academy of Fine Arts (YSAFA), it strives to become an institution offering quality education, as well as a leading institution of art in RA and the region ensuring its role and reputation as a cultural development educational unit.

YSAFA has two branches in Gyumri and Dilijan.

Currently, YSAFA offers eight bachelor and master academic programmes - painting, sculpture, graphics, art history, design, applied arts, fashion design and computer graphics, as well as provides a PhD programme. Being part of the changes in higher education, the institution takes steps to integrate into educational reforms.

Having implemented a number of important reforms and processes in a result of the 2012-2016 Strategic Plan, YSAFA has achieved significant success and results, specifically:

- The governance system, including structure have been reviewed.
- The quality assurance policy and guide have been developed.
- Procedures and a number of basic documents have been developed/reviewed, particularly addressing issues of admission, students assessment, mobility, credits accumulation and transfer
- The policy and tools for reviewing academic programmes have been developed and improved taking into account learning outcomes for different degree levels and requirements for alignment with National

Qualifications Framework.

- Bachelor and Master degree programmes have been reviewed ensuring alignment with international criteria.
- The PhD programme has been reviewed.
- Material resources have been updated.
- A number of activities promoting the institution's internationalization have been implemented through experience exchange and joining grant projects.

Thus, YSAFA, having made significant and tangible changes in educational processes in recent 5 years, continues to have its specific role in the development of art.

Vision

YSAFA aims to become a leading and internationally competitive institution of art and a center for national culture development and dissemination.

Mission

YSAFA mission is:

- to provide higher education through bachelor, master and PhD academic programmes in the areas of art theory, painting, applied arts, design and architecture having academic and current approaches and aligning creative and educational processes with public needs
- to promote development of national culture and economy preparing competitive and highly qualified professionals at national and international levels, as well as citizens for lifelong learning
- to develop art research promoting scientific thinking and national culture
- to promote uniting the society and increasing aesthetic value through establishing national values.

Values

YSAFA values **cooperation** with internal and external stakeholders of the institution, as well as with the **society** operating **transparently** and based on mutual **trust**.

The institution attaches importance to the learning environment based on **cultural diversity and creativity** ensuring **continuous improvement and internationalization** of its operations.

Strategic areas

1. Teaching and learning
2. Research and development
3. Service to society

Strategic goals

1. Improvement of governing system
2. Provision of current and competitive academic programmes
3. Research and its interrelation with teaching
4. Expanding external relations and promoting mobility
5. Development of services to society
6. Improvement of quality assurance system and establishment of quality culture

Goal 1. Improvement of governing system

Objectives	Implementation approaches
1.1. Establish electronic governing system and develop information management 1.2. Improve cooperation among Departments 1.3. Develop human resource management processes 1.4. Increase effectiveness of managing financial and material resources	<ul style="list-style-type: none"> • Improvement of the electronic governing system through creating a database to collect accurate and on-time data for decision making • Ensuring availability of data to each Department necessary for carrying out its functions • Improvement of documentation flow system • Promotion of stakeholder involvement in YSAFA governing process • Ensuring interrelation of different governing units, clearly defining rights and responsibilities

	<ul style="list-style-type: none"> • Expanding interrelation of Departments' short term and long term planning processes • Improvement of a monitoring system for Strategic Plan implementation • Review and improvement of the policy for human resource management • Development of the system for allocating material resources • Improvement of the policy for finance management
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Performance indicator	Current value	Goal
Average percentage for the implementation of quarterly and annual plans by Departments		
Number of trained administrative staff members		
Percentage of internal stakeholders satisfied with financial and material resource allocation		

Goal 2. Provision of current and competitive academic programmes

Objectives	Implementation approaches
<p>2.1. Ensure continuous improvement and internationalization of academic programmes maintaining valuable traditions and incorporating contemporary approaches and requirements</p> <p>2.2. Improve educational environment aligning with current requirements of effective teaching and learning</p> <p>2.3. Ensure sustainability of applicants' flow and student cohort</p> <p>2.4. Involve leading professionals and ensure teaching staff sustainability and professional development</p>	<ul style="list-style-type: none"> • Review and alignment of academic programmes with national qualifications framework and labor market demands ensuring interrelation of teaching, learning and assessment • Development and provision of new demanded and mission-based academic programmes • Promoting alignment of YSAFA academic programmes with those provided by foreign art institutions • Programme accreditation • Development of cooperation with employers and alumni • Dissemination of information on the institution and offered academic programmes, organizing advising for applicants • Development of learning resources and student educational and other services • Clarifying and improving the policy for teaching staff involvement and professional development

Performance indicator	Current value	Goal
Percentage of YSAFA applicants from the total number of graduates from Armenian schools and colleges		
Number of students admitted for Master's degree programmes		
Percentage of alumni who get employed by their profession within one year after graduation		
Percentage of dropped out students		
Student/teacher ratio		
Average age for teaching staff		
Satisfaction of stakeholders		
Number of trained teaching staff members		
Number of accredited academic programmes		

Goal 3. Research and its interrelation with teaching

Objectives	Implementation approaches
3.1. Define research areas 3.2. Promote research activities of teaching staff 3.3. Ensure continuous improvement of the PhD programme promoting internationalization of research 3.4. Ensure interrelation between research and teaching 3.5. Strengthen YSAFA role in research areas for art history, painting, design and applied arts	<ul style="list-style-type: none"> • Attaching importance to research activities in teaching staff recruitment • Coordination of teaching staff research activities, supporting their research activities • Development of a new policy for scientific research internationalization • Review of the PhD programme in line with current requirements • Development of a research component in academic programmes, promotion of student involvement in research activities • Development of clear mechanisms to relate research with teaching • Development of cooperation with external partners • Dissemination of conducted research outcomes

Performance indicator	Current value	Goal
Number of scientific and scientific-methodological publications		
Number of publications in international journals		
Percentage of teaching staff with Doctoral degree		
Budget for research		
Number of current research activities		
Number of research conferences and discussions		

Goal 4. Expanding external relations and promoting mobility

Objectives	Implementation approaches
4.1. Expand cooperation with external partners at national and international level 4.2. Promote student and teacher academic mobility 4.3. Increase attractiveness of the institution to involve foreign students	<ul style="list-style-type: none"> • Development of cooperation with external partners • Membership to international association for art higher education institutions • Engagement of external resources • Organization of conferences, exhibitions and other events and promoting participation • Development of appropriate conditions for integration of foreign students into the environment and effective learning • Development and provision of foreign and joint academic programmes

Performance indicator	Current value	Goal
Number of current agreements with international organizations		
Number of outgoing students and teachers through mobility		
Number of incoming students and teachers through mobility		
Percentage of foreign students in the student cohort		
Satisfaction of foreign students from the provided education		

Goal 5. Development of services to society

Objectives	Implementation approaches
5.1. Strengthen the institution's reputation as a national cultural center and a leading art institution 5.2. Promote development of national culture and aesthetic value in society 5.3. Make relations with public more active and ensure transparency of YSAFA operations	<ul style="list-style-type: none"> • Awareness on academic programmes and other services offered to public • Cooperation with cultural units in the republic • Strengthening human cultural values and ideas for students • Preparation of students for continuous self-development and creative activities • Organization of cultural events at national and international levels involving large scope of public • Ensuring availability of academic programme outcomes among stakeholders through annual public presentation of final works • Publicity development for YSAFA operations through official website improvement, information dissemination and other means

Performnace indicator	Current value	Goal
Number of organized cultural events		
Number of oparticipants/winners of international and republicn exhibitions and competitions		
Place in the national ranking system		
Annual number of visitors on YSAFA official website and social profiles		

Goal 6. Dissemination of quality culture and improvement of quality assurance system

Objectives	Implementation approaches
<p>6.1. Develop internal quality assurance system</p> <p>6.2. Ensure the alignment of YSAFA internal quality assurance system with external quality assurance requirements</p> <p>6.3. Ensure transparency of quality assurance processes and increase stakeholder level of awareness about them</p>	<ul style="list-style-type: none"> • Improvement of internal quality assurance system ensuring involvement of internal and external stakeholders • Improvement of mechanisms for data collection about processes • Review of monitoring mechanisms and tools, as well as evaluation of effectiveness and improvement • Development of required documentations for external quality evaluation • Improvement of accountability mechanisms and increasing level of awareness among stakeholders on quality assurance processes

Performance indicator	Current value	Goal
Number of students involved in quality assurance processes		
Number of teachers involved in quality assurance processes		
Level of internal stakeholders' awareness on quality assurance processes		
Percentage of shortcomings identified and addressed in a result of accreditation		