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**CRISES MANAGEMENT STATE ACADEMY OF MINISTRY OF EMERGENCY
SITUATIONS OF RA**

2014-2019
PROGRAMME OF STRATEGIC DEVELOPMENT

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Introduction

The sphere of professional education is one of the most important supremacies of development countries, because that is the predication of stabile development of country and saving human capital.

Crisis Management State Academy (hereafter CMSA) is a higher state educational institution. The aim is to prepare competitive personnel for subdivisions of Ministry of Emergency Situations (hereafter MES) to complete professional staff and to use current scientific engineering and teaching methods in order to realize educational programs in the sphere of civil protection during emergency situations according to the laws and programs.

Cadres should be able to show modern and creative approaches for solving present issues and foreseeing upcoming war-calls of crises and disaster risk management. The most important goal of Crisis Management State Academy (hereafter Academy) is to raise the officers' quality of MES, as well as to arrange re-trainings (in the sphere of civil protection and emergency situations) for leadership and specialists of governmental bodies.

The important condition of this sphere is to create a knowledge-based system, which will give a chance to integrate in such kind of international systems.

In that sense, one of the most important goals of CMSA is to integrate into European higher educational system and to put that system procedure in the process of management of CMSA.

The strategic program is a tenant system, which outlines the description of long-term development and present state and issues of the Academy.

In order to reach the long-range goals, the following improvement approaches are suggested:

- to develop such kind of solving variants for present issues, which will secure the highest possible results through the effective use of resources,
- to form quality management culture and to create stabile basics for quality raising of education,
- to realize continuing amendments and to form adequate approaches for present war-calls,
- to create a convenient environment for effective management system and development which will favorable to organize and manage activities of CMSA.

The mission

The goal of CMSA is to arrange trainings for the personal of the departments of MES according to their sphere demands, using higher professional education programs (qualification; bachelor degree and master degree). CMSA realizes education programs in the sphere of civil protection, as well as postgraduate, supplementary, continuing, scientific and applied research works.

The goals

Crisis Management State Academy is going to become a leading educational and scientific research organization in the system of Ministry of Emergency Situations.

- CMSA is guided by the issues of international educational system and European integration, as well as actual important strategy of government.
- CMSA tries to be the regional center of scientific and educational directions of research methods and to spread them, also to prepare high qualified cadres who will have deep knowledge and practical skills.
- CMSA creates new conditions for first-rate education system with the combination of theoretical and practical lessons; the cooperation of students and lecturers during the educational process are the stable foundations of education system.
- CMSA has a great role in preparing a professional staff in the sphere of disaster risk management and crisis management.
- Modern information technologies are used in education process, which gives an opportunity to get high productivity of education and skills.
- CMSA prepares to choose right professions in the conditions of changing political events and globalization; it allows to plane career by their profession serving suitable services.
- CMSA has created favorable conditions to educate a comprehensive intelligent person with state thinking.
- Employees and students are involved in active development process of CMSA.

Permanent values

During the development process, CMSA has created some permanent values and traditions that unite a few generations of lecturers and students and characterize its unique role in the sphere of creating personnel base in the field of emergencies taking into account the innovations of developed countries.

CMSA made a considerable contribution for MES to create and raise the quality of personnel block and for the leading staff and professionals of governing bodies arranging re-trainings concerning emergency situations and civil protection. Graduating students of CMSA are working in different organizations and departments of Ministry of Emergency Situations of RA, as well as in other organizations and leading bodies of the Republic of Armenia.

1. Academy as a democracy raising moral center in society

Academy saves the best traditions and values, creates atmosphere where new ideas and past traditions complete each other contributing to the stability of Academy. Academy, improving educational technologies and tools, keeps and develops adopted principles attaching importance to the sphere of emergency situations and civil protection, which considers to be one of the important institutes of the process of country development; Academy teaches the theory through practical problems and use, which brought success and recognition to Academy.

Academy creates such a moral atmosphere that keeps ethical principles of students' behavior and develops national values.

2. Students' satisfaction is the pledge of success of CMSA

The creation and development of effective and successful education and services, as well as students' satisfaction are the first issues for CMSA.

3. The important role and responsibility of CMSA

CMSA has an important role and responsibility in the system of departments of MES, in order to arrange trainings, re-trainings for cadres (as well as rescuers) who will have deep knowledge, high professional preparedness and qualification in the sphere. Academy realizes educational and other programs using modern scientific and technical methods in the sphere of civil protection, civil protection in emergency situations.

The aim is to explore international experiments of natural, man-made and social disasters and creates conditions for professional rescuers to defend population during emergency situations.

Professional skills of the employees of MES as well as willingness to help those who injured are the first important high qualities for the future perfection.

4. Quality of education according to European standards.

CMSA is on the way to integrate in the high European educational territory and the European standards are education quality guidelines. For that reason, Quality Assurance Department and appropriate commissions are created in CMSA to satisfy students' educational quality. CMSA should create new prerequisites for spurring quality of education.

5. Quality of education and forming many-sided personalities are considered to be a “visit card” for Academy.

The quality of education is an advantage and “visit card” for each institute. In 21 century, new problems are raised between a person and society connected to disasters and global safety, that's why it is important the issue of formation and development of personalities simultaneously with quality raising in Academy. The employee of MES is not only a professional rescuer but also an important part of state security. There are many factors for creating qualified rescuers and professionals. The factors are:

- degree of students' preparedness,
- potential of lecturers,
- ensuring of quality of education,
- curriculum,
- subject programs and teaching methodology,
- professional drill-ground,
- sport area,
- professional laboratories,
- professional cabinets,
- technical measures,
- special fire-rescue technical equipments and measures,
- search and rescue equipments,
- rescue garment,
- individual protective measures,
- financial and material resources, etc.

For CMSA strategic issues are; to raise the quality of education using present resources, or to keep some quality stage by optimal planning, development and use of resources.

6. The accessibility of educational resources and services

The important issue of Academy is to give higher education to each individual and to give financial support, as well as exist a procedure of partial indemnity of tuition fee (partial discounts).

During the first year, students of Academy are allowed to get partial or full indemnity as a form of benefit according the rules of Academy.

7. Effective management and responsibility

CMSA tries to create an atmosphere where it becomes possible to express free will and accept collegial decisions. In Academy, everyone should be aware of coming changes, take part in the process of decision-making and be responsible for decisions.

To realize the quality of education is necessary to raise the effectiveness of educational management system, to develop frames of management, to input the potential of professors and to modernize the matter of education. At the same time using resources, discovering and involving new resources are the pledge of success.

The aim of Academy is to become a civilized, philanthropic, democratic and international scientific center, and students will be able to realize the worldwide, selfless and high work; that is TO SAVE.

8. Cooperation and external policy

In the conditions of globalization, Academy aims to integrate into international academic system and to become its full member inserting the experiences of developed and leading institutions, in the sphere of emergency situations and protection, where the development of international close connections are the pledge of success.

Strategic goals, issues and activity realizations

Implementation the goals of strategic program supposed to adopt new more purposeful and effective strategic approaches. To achieve certain goals a number of issues are set up in CMSA.

It is necessary to specify what kind of approaches and scales are needed to decide the effectiveness of this or that component of strategic program. According to those standards, each department of Academy should make an annual report.

GOAL 1.

Broadening Students of Academy in Rapidly Changing Environment

From the aspect both quality and quantity, the continuing development of students is one of the important goals of each institute, which provides financial stability and development. In order to achieve the following goals it's necessary to take into account the environmental changes, especially demographic changes, the volume of cadres working in the system of MES, as well as the development prospects of civil protection and population protection from emergency situations.

The aim of Academy is

- to be ready to plane dynamic plan process by responding rapidly and adopting environmental changes,
- to enlarge the volume of services of continuing education and courses of studies in order to be perfect in profession and be achievable for those who need to be retrained.

ISSUE 1.1. To insert an effective administrative, organizational and structural system for attending students of Academy

1. To analyze internal and external environment in order to assess the revelation of current tendencies in the sphere of higher professional education, developed priorities of staff, as well as the competitive advantages and inner possibilities of Academy.
2. To make a list of entrance professions of coming years importing perspective new professions or specialization.
3. To touch upon the current demands of attendance (exam list, sort of competition) and to display great resourcefulness and complex changes of objective rivalry in case of need.
4. To spur the growth of attending demand in the form of correspondence course and to develop supplementary and continuing education.
5. To enlarge the forms of appropriate consultations given to students and to put in disaster psychology and disaster medicine consultation.

6. To develop the cooperation with secondary schools, vocational schools, governmental bodies, organizations, leading higher educational institutions promoting students' recruitment activities.

ISSUE 1.2. To create the necessary prerequisites for saving students membership estimating negative demographic tendencies and other factors of environment.

1. To enlarge and diversify the advertisement of attending to Academy involving the whole structural departments, student institutions, possible employers and other interested organizations.
2. To enlarge students' professional orientation and career planning consulting service.
3. Periodically organize "Open door days" for students to be, in order to give a chance to know the educational possibilities of Academy.
4. To prepare advertisements, guidebooks for recommended professions, as well as videos about the history of Academy.
5. To do students consulting services.

ISSUE 1.3. To develop the system of supplementary and continuing education consonant to demands of labor market.

1. To monitor the demand of supplementary and continuing education in order to explore the needed list of courses and develop them.
2. To promote and stimulate the employees of state and local self-government bodies and separate organizations to retrain in the sphere of emergency situations.
3. To improve the programs of supplementary and continuing education sharpening the goals of programs, the results, implementation forms and the demands of education quality.
4. To make available supplementary and continuing education for wide sections of the population, as well as to provide some supporting mechanisms in the system of supplementary and continuing education in order to involve the students of Academy.
5. To undertake the use of correspondence course technologies in the system of supplementary and continuing education.

Orientation indicators for progress assessment

- Presence of amended list of attending professions/specialization.
- Advertising expansion of attending process;
to use different means for advertisement, such as;
 - radio, TV-not less than once a year,

- press-not less than once a year,
- website-always, periodically updating,
- to organize meetings with the departments of MES- not less than twice a year, as well as with other employers (state and local self-government bodies), institutions- not less than once a year.
- applicant's guide with the description of recommended services and advertisements- 2014-2015.
- "Open door days" and cognitive visits for students to be, since 2015.
- Students' professional orientation and career planning consulting service since 2015.
- Institution of management of supplementary and continuing education, since 2016.

GOAL 2.

Qualified education consonant with the development of Bologna process

Education quality raising and education programs play an important role in academic high scientific rating and in the sphere of external and internal competition. As the "visit card" of Academy is the quality of education, so the role and the rating of Academy will be decided by the quality of educational programs, training base, leader staff and how the students do their duties.

Hence the following issues are the most important; to form and to insert internal system of education quality; to review and to conform to international current demands suggested educational programs, (list of professions, curricula, subject programs).

Taking into account that the integration into the regional principles of European higher education continuous to be an axis direction, these issues are considered to be corresponding to Bologna process. It provides integration into internal quality system according the demands of ESG and to review the curricula taking into account the methodology of "tuning" according the last results of education.

In existing conditions, taking into account the raising necessity of state control of common policy on purpose of accreditation of educational programs and the fact of forming appropriate body, Academy becomes ready for the accreditation processes of external quality assessment.

GOAL 2.1. To develop and insert internal system of educational quality assessment according to European ESG internal evaluation demands of higher educational quality.

1. To develop the conception and organizational scheme of academic quality assessment and saving system,
 - to determine structural units,
 - to separate the functions of management structures and appropriate procedure.

2. To prepare and implement academic education programs self-examination of their departments in the circle of their inner system.
3. To improve the current and compendious certification systems and processes of students having for an object to raise the results of education and productivity of organizational education.
4. To prepare and implement the process of structural and programmatic accreditation of Academy.
5. To create conditions for transparency of assessment process and for publicity of current results.

GOAL 2.2. Undertaking to review the substance and structure of the current education programs and phased process of importing new programs according to the current demands of labor market.

1. To develop new educational characterizations based on the last results of education (knowledge-ability-capacity) in accordance with professional directions and qualification degree.
2. To synthesize and harmonize the contents of bachelor and magister education programs, characterizations of qualification and final demands and to coordinate the next programs demands.
3. To implement the regular complex research connected to the satisfaction of graduating students and employers in order to raise the work ability of graduates and to create retroaction.
4. To improve graduates' ability, to diversify and make effective practical, scientific and pedagogical practices and to enlarge students' experience ability of MES departments.
5. To spur the participation of representatives of MES departments in the process of developing education programs.

GOAL 2.3. To improve the new credit system of Academy

1. To plan and pass to the programs of academy formed by profession module and credit system according to the last results of methodological demands.
2. During the process of program reorganization it is necessary to create a rational correlation between the hours of students (contact) and independent work.
3. To set and enlarge the procedures of choosing course of studies by students as well as the procedures of appropriate education.
4. To help students to improve their own education plan and participation, also to raise the role of educational advisers and supervisors' coordinator in this sphere.
5. To improve data management system of students role during classes and educational progress.

6. To improve those students' mobility, who are studying in European higher educational region conforming the structure of classes and the assessment standards of last results to the demands of ECTS.

GOAL 2.4. To create favorable conditions and impulsive mechanisms for raising the quality and effectiveness of education.

To review and improve the current system of knowledge assessment and the quality of education from the point of view of stimulating students' personal interest.

1. To form mechanisms of spreading pedagogical experience in order to improve lecturers' teaching quality. To improve the innovations of modern teaching methods.
2. To continue the further improvement processes of educational infrastructure and to develop technological resources of teaching methods including the net of technological lecture-halls and drill-grounds.
3. As a qualified educational factor, parallel to the development of educational supporting system, it is necessary to implement cooperation between students and lecturers in academic educational processes and to improve the availability of official relationship and moral atmosphere.

GOAL 2.5. To prepare Academy for external quality assessment of education programs and accreditation system according to the demands of external unified state standards of high education quality.

1. Hence, according to the results of inner assessment processes of education quality and self-appraisal of educational departments it is necessary to prepare and undertake the phased accreditation process of educational programs of Academy by National Center for Professional Education Quality Assurance Foundation.
2. To secure the transparency of education quality assessment and accreditation of education programs for internal and external copartners, as well as to secure students and employers to take part in quality assessment processes.

Orientation indicators of progressive assessment

(During last 5 years)

- Academy quality assessment and conception of assurance system and organizational scheme of structural units with clear separated functions of management structures and setting appropriate conceptions, since 2015.
- Education quality assessment and internal operating system according the demands of European evaluation standards, since 2015.

- Periodically publication of education assessment results since 2014-2015 academic year.
- Annually monitoring introduction of realization Master's degree program since 2015-2016 academic year.
- Phased transition to formation of education programs directed to competence forming and European structure.
- Realizing periodical researches between the cooperation of academic graduating students and employers, at least once two years since 2015-2016 academic year.
- To review the credit system of academy and methodological and organizational securing-2015.
- To insert an electronic system of participation in lessons and educational progress data-since 2017/2018 academic year.
- To insert annual assessment system of lecturers' pedagogical activity since 2015/2016 academic year.
- To insert annual survey system of students' satisfaction- since 2016/2017 academic year.
- Self-examination of academic activity according the standards of institutional accreditation, 2014/2015.

GOAL 3.

Continuing Development of Supplementary Education

Supplementary education plays an important role for employees of MES system as well as for those cadres who are connected with the sphere of disaster risk reduction and rapid response.

As a rule, development processes can change the environment rapidly and can carry technical, technological, environmental, political and other essences; hence new hazard can occur with new characters. During the development processes it becomes necessary to use new methods of rapid response, appropriate technical measures and to modernize devices and response technologies. In such conditions it is necessary the employees of MES and other systems to trained regularly and strengthen professional knowledge and capacity.

In this sense Academy should have an important mission; that is to discover development tendencies of the environment, to satisfy the demands of the employees of the departments of MES, to develop and implement training programs based on it.

GOAL 3.1. To implement retraining assessment and revelation in the sphere of MES, connected to the issues of civil e.

1. To establish the main methods and tools for assessment of retraining (questionnaires, researches, interviews, analysis of documents).

2. To enlarge the cooperation of Academy with state government bodies, local self-government bodies and organizations, to examine the directions of efficacy, possibilities and to clear the formats of cooperation.
3. To develop and implement purposeful programs for the employees of MES system and other spheres.
4. To develop and invest a procedure for quality assessment and effectiveness of supplementary education.
5. To promote and stimulate the employees of state government bodies, local self-government bodies and organizations to retrain and cooperate with international organizations.

GOAL 3.2. To develop the system of supplementary and continuing education as a promoting resource of saving the activity stability of Academy.

1. To monitor the demands of supplementary and continuing education in order to discover the list of course of studies and to develop educational programs for them.
2. To develop and implement supplementary educational programs for fire-rescuers of MES system and for employees of operative management center.
3. To develop and implement supplementary educational programs for the employees of state government bodies, local self-government bodies and organizations and to create conditions for their process development.
4. To develop and implement supplementary educational programs for wide sections of the population related to the formation and strengthening of disasters.
5. To implement measures of supplementary educational effectiveness and quality assessment.
6. To create supplementary and continuing educational conditions for wide sections of the population.
7. To enlarge short-period educational process (training, re-qualification, qualification raising) and to apply educational modern interactive methods during the implementation process of course of studies.
8. To automatize training processes and programs (in order to automatize the whole process of trainings and for rapid analyzing questionnaires it's needed to recruit data of listeners, lecturers, to create a base of educational materials).

Orientation indicators of progressive assessment

(During last 5 years)

- Annual discovery training program for employees of MES system and for other spheres, since 2015.
- Developed training programs for employees of MES system and for other spheres.
- Annual discovery training program for employees of non-state organizations, since 2017.

- At least 2 experimental programs for non-state organizations, since 2017.
- Supplementary educational effectiveness and quality assessment methodology.
 - To develop the methodology of supplementary educational effectiveness in 2015.
 - Experimental assessment of supplementary educational effectiveness in 2016.
 - Supplementary educational effectiveness and quality continuing assessment, to publish assessment results, to develop improvement measures of supplementary education based on assessment, since 2017.
- Training process informational and program base system, since 2016.

GOAL 4.

To improve the potential of qualified cadres, effective management and working environment

Lecturer staff and their professional potential are strategically important targets. The issues of replenishment of lecturers and leaders' staff, clear planning of staff list and professional perfection are not less important.

Studying cadres' potential it is necessary to take into account not only their real level of preparedness, but also their whole possibilities in long-term period according to their age, pedagogical qualification, work experience, business activity, flexibility of quality activity, results, innovations and so on.

To realize above-mentioned, it is necessary to analyze the activity of professional motivational bases by lecturer staff periodically.

New issues and programs of Academy development requires to improve the management system of Academy and to raise its efficiency and the quality of administrative services.

In modern conditions moral atmosphere of Academy becomes one of the most important issues, as well as the cooperation between lecturer staff and students based on mutual respect and trust.

Each lecturer, employee, student and graduating student should realize his/her own responsibility for the present and future development of Academy.

GOAL 4.1. To improve and complete the lecturer staff according to the demands of educational amendment program

1. To estimate the potential of lecturer staff according to the demands of education quality programs.
2. To develop and insert an active pedagogical assessment system for lecturers.

3. To raise the effectiveness of teaching in Academy, also to set rewards for the best pedagogical methodological experiment.
4. To assist the lecturer staff to write their doctorate dissertations and candidate thesis.
5. To assist lecturers to get the academic rank of professors and assistant professor.

GOAL 4.2. To improve the management system of Academy and raise its effectiveness and quality.

1. To insert an estimated indicator system of productivity and assume as a basic analyses, reports and assessment of annual process results for Academy and separate departments.
2. To develop the legal documentary base of Academy management level (bundle of documents) constant to inner organizational changes.
3. To create technological modern educational and working atmosphere in order to spur the effective activity of students and employees.
4. To improve the harmonious activity of Academy Council, Scientific Council and other governmental bodies, to form a decision making hierarchical system forming management democratic traditions and collegiality.
5. To review and establish new standards in order to plan the staff of employees and form their qualitative demands.
6. To create salary differential mechanisms of leader staff, lecturers and employees according to the results of their work.
7. To develop students' self-management in Academy enlarging and deepening students' role in decision making and management process.
8. To raise the knowledge level of students and employees' responsibility rights, as well as the role of student structure.

Goal 4.3. to keep the best traditions of culture and democratic management system, as well as collegiality formation in Academy.

1. To create and inculcate a rule system of accepting values and approaches for the staff and students, to create united ethical standards in Academy (ethical code).
2. To deepen the realization, the responsibility of benefits and collective of Academy, as well as to keep and continue the best traditions.
3. To create graduating students' club adjacent to Academy.

4. The aim is to develop the cooperation between the students and lecturers both in educational and other spheres.
5. To develop the safety culture of disasters, arrangements and events (anniversary of Academy, events for graduating students etc.).

Orientation indicators of progressive assessment
(During last 5 years)

1. Effective working assessment system for professors and lecturers, since 2016.
2. The specific weight of basic professors (at least 50%) who have academic degree, since 2016.
3. Differentiated scales of salary for professors' digit, since 2016.
4. The percentage of fluctuation movement of personnel during a year, not more than 5 %.
5. New forms of annual report based on the pivotal index of the activity assessment of Academy, since 2016.
6. United ethical standards (ethical code), since 2017.

GOAL 5. To improve the material and technical basis, social projects and substructures according to the demands of educational and research programs.

The pledge of success of strategic issue of educational and research programs, is the guaranteeing of the material and technical basis. It requires constant renovation and modernization of current basis and conforms to the demands of growing quality.

It is important to enlarge the fund of auditoriums and appropriate technical reduction, to establish new educational lecture-halls according to the model of Crisis Management Centre, to put in modern information technologies, situational analyses and administrative games in educational process, to be able to realize rescue operations under the ruins and in the high places, in smoked areas, to form drill-grounds for overcoming obstacles, as well as to form the material and technical basis for research works step by step.

The social projects and substructures of Academy, in order to satisfy the social needs of employees and students, should be developed and improved, otherwise the quality raising possibilities of Academy and many goals will be impossible and incomprehensible to implement, parallel to favorable working atmosphere and conditions.

The harmonious development of social projects becomes an important preference for CMSA.

Goal 5.1. To improve material and technical conditions in Academy for realizing educational process.

1. To develop and realize the projects of reconstruction and rearmament of drill-ground for practical trainings.
2. To develop and realize reconstruction projects of drill-ground for air evacuated trainings using a helicopter.
3. To develop and realize improvement projects to create conditions for laboratory trainings in smoked areas, to form own drill-grounds and playgrounds for overcoming different obstacles.
4. To develop and realize redistribution subsidiary area program, which will be more effective in use.

5. To develop and realize differentiated programs of reconstruction in Academy.
6. To develop and realize periodical assessment, reconstruction and modernization programs of current condition in educational territories.
7. To furnish the fund of auditoriums, providing modern goods, technologies and equipment, that gives an opportunity to use new educational technologies.

Goal 5.2. To develop the main social programs of Academy, to improve material and technical conditions of social departments.

1. To develop and invest a monitoring system of employees' problems, to examine the employees' social demands and satisfaction assessment of social programs implemented in CMSA.
2. To develop and implement short-term and long-term programs in order to solve the employees' social problems based on examinations and assessments.
3. To develop and realize a complex program for sport development. Try to draw students and employees into sporting events.
4. To award an encouragement prize to the students, who have high progress, to be more careful about parentless children, unprovided students, and the children who lost his/her family members during the war.
5. To develop cultural comprehensive programs in Academy, create conditions for students and employees to participate in cultural life of CMSA.
6. To develop the social base of Academy, to create stabile social guarantees.
7. To implement the demands of the safety of vital activity and environmental standards.
8. To create a guest-house in the territory of the Academy or a hostel for 50 students.

Orientation indicators of progressive assessment
(During last 5 years)

- To create the material and technical basis according to the demands of state educational standards; that is;
- to create auditorium having 2,5 s/m⁴ surface, for each student
- to increase sporting equipments.
- to increase fire-rescue equipments.

- to create annual programs of rescue and sporting events, since 2015.
- to create annual program of cultural events, since 2015.
- To create annual arrangement program concerning to social issues, since 2016.
- Students and employees' satisfaction assessment from social, sporting and cultural programs in Academy, annual examination between students and employees, to publish the results of examinations in web page, since 2016.

GOAL 6.

Management System of Financial Stability and Effective Resources of CMSA

The most important guarantee of academic activity and progress is considered to be its financial stability and it will be saved if extra budgetary income starts to grow parallel to the state budgetary financing.

Hence, the diversity of financial resources and the increase of financial inflow are continued to be one of the most important strategic issues, that is why the Academy aims to become more enterprising interrelated to the environment.

From the other hand, the financial guarantee of the development of new programs requires to harmonize the allocation of resources connected to the issues of strategic programs and primary directions.

From the aspect of keeping financial stability, the effective management of resources and the policy of economy are the primary issues.

Goal 6.1. To improve and harmonize financial planning according to the strategic goals and issues of CMSA.

1. To put strategic planning in all spheres of Academy, to implement a flexible planning of payment for job, material and technical measures and financial resources. The allocation of measures between the departments and programs should be realized according to the demands mentioned in strategic programs.
2. To realize budget planning process which provides an opportunity to allocate financial resources effectively and limpid and get an agreement of managing the whole spheres in order to achieve the purposes.
3. To set orientation proportions between the keeping academic development, payment and infrastructures according to years.

Goal 6.2. To enlarge the inflow of financial means and to verify the sources according to the demands of development needs of Academy.

1. Try to save not only the financial volumes of the state budget and to keep stabile growth.
2. To develop and realize the marketing policy of academic programs and services in all activity spheres.
3. To enlarge and develop the types of provided services in the circles of commercial activity.
4. To form a methodology of a calculation of tuition fee of educational programs and professions based on the analysis of cost price, which is guided by economic expediency of profession, necessary profitableness and competitive considerations.

Goal 6.3. To manage and use academic financial resources effectively.

1. To improve the financial management of Academy through the future development of regulatory basis of financial activity, the inculcation of management informative systems and the trainings of working staff.
2. To develop and insert an assessment system of effective usage of financial and material resources. To improve the calculating process of material values.
3. To implement resource saving consistent policy. To develop and insert thrift technical and organizational means of electricity, gas and water system and other material resources.
4. To implement the transparency of financial activity and to take measures to modernize financial activity.

Orientation indicators of progressive assessment

(During last 5 years)

In 2018;

- The percent of financial income growth compering with 2013, at least 20%.
- The growth of the employees' monthly average wages salary in Academy, at least 10%.
- Budgetary planning and implementation balanced system.

GOAL 7.

The development of informative resources of CMSA and broadening of informative technologies

In CMSA, as an important precondition of using and integrating informative technologies in scientific and management process, the development process and improvement of own technical measures and informative resources are the most important issues.

From the aspect of development and progress in Academy it is important to insert and use new technologies in educational process. It is also necessary to take into account the necessity of international cooperation of Academy with other educational institutions and the opportunities that modern technologies give in order to arrange more accessible and effective communications.

Such kind of arrangements will assist Academy to integrate into international cooperation, experience exchange, to insert scientific and educational more effective systems, as well as to enlarge students, professors and lecturers' cooperation with foreign colleagues.

Goal 7.1. To develop the use and availability of informative resources according to the needs of educational and research programs.

1. To explore and mention the main directions of development of academic informative resources (printed and electronic materials).
2. To develop the web-site of CMSA regularly.
3. To improve the computer system, the circulation of documents should become more effective and easier through the modernization of computer technologies.
4. To improve the internet system, this allows to be well informed about the latest news of educational system, as well as to use the international positive experience of society.
5. To develop the electronic reading room of library of the academy. To complete the electronic library with new professional literature taking into account the necessity of scientific and technical materials.
6. To continue the development of video informative materials in Academy in order to realize the inclusive education.
7. To upload different publications in the web-site of CMSA (methodological handbooks, informative booklets other materials).
8. To enlarge the participation of academy in library system, as well as to create accessible conditions of external informative resources for students and employees.
9. To subscribe in electronic scientific reviews, studying and distinguishing them according to professions.
10. To create an informative center with modern technologies, where video meetings, conferences, discussions can be held, that will give an opportunity to get, systematize and analyze receiving information and to satisfy the necessary informative demands of state government bodies and citizens.

Goal 7.2. To use informative technologies widely and effectively in educational and scientific programs.

1. To create favorable conditions in educational process by the use of informative technologies.
2. To re-train the lecturer staff of Academy for realization and development of electronic courses in the circles of periodical improvement process.
3. To use informative technologies widely and effectively during the educational processes of Academy.
4. To form personnel, technological and methodological resources for developing and inserting educational online courses.
5. At least 40 % of educational courses should have electronic educational and methodological materials (lectures, object programs, etc.)
6. To realize distant educational courses (educational courses via the internet, exchange of questionnaires and educational materials).

Orientation indicators of progressive assessment

(During last 5 years)

- The program about the development of informative resources-2015.
- Improved web-page of CMSA-2016.
- Circulation system of electronic documents-2014.
- Working electronic library-since 2016/2017.
- Informative center-library satiated with modern technical means-since 2016/2017.
- The use of electronic technologies by lecturers-since 2016/2017.

GOAL 8.

To Raise the Effectiveness of Researches and the Development of Scientific Stable Potential

In the conditions of current development of environmental factors, the participation role of Academy becomes more important especially in developed programs of civil protection, which requires formation of new approaches and implementation of applied researches.

Crises management state academy has an important mission; responding to professional needs of Ministry of Emergency Situations of RA, trying to modernize the issues of rescue service, spurring the modern processes of the sphere of civil protection management.

The Academy should be present in the realization and solvation of pivotal problems of Ministry of Emergency Situations of RA and try to discover the solving methods. This kind of participation is important for the academy in educational sphere

and can be considered a pivotal personnel base for Ministry of Emergency Situations of RA.

It requires the integration of lecturers in research and advisory works and will become the important factor for educational quality and professional progress.

From the development aspect of Academy, it is important to activate and enlarge its participation in international programs.

Goal 8.1. To create basis according to the demands of national qualification framework in order to establish a graduate course in Academy as a 3rd degree of high education.

1. To specify the primary directions of research and mysterious works of Academy harmonizing with the perspectives of the sphere of civil protection development.
2. To direct research, mysterious and educational works of Academy to the needs of the development of Crises Management State Academy.
3. To develop programs for the graduate course of Academy, this allows getting students who have professional ability, capacity and rule modern research and educational technologies and the sphere of civil protection.

Goal 8.2. To involve lecturers into the scientific researches.

1. To create favorable conditions in order to raise the quality of published scientific and educational works.
2. To develop new methods of how to involve young scientists and how to raise their progress as a social-economic professors.
3. To raise the quality of scientific activities of chairs.
4. To create modernization conditions of research and mysterious works.

Goal 8.3. CMSA tries to take part and integrate in international scientific cooperation in European research territory.

1. To develop the cooperation of CMSA with foreign high educational institutes and scientific centers.
2. To activize lecturers' scientific activity and continue probation in European educational institutes and scientific centers.
3. To participate in international symposiums.
4. To organize international symposium, seminars and round-table discussions.
5. To develop the role of academy in international programs and to create necessary conditions for active integration in European territory.

Orientation indicators of progressive assessment

(During last 5 years)

- The participation in research programs, since 2017,
At least:
- 10%- pedagogical staff,
- 15%- students studying in magister program.

GOAL 9.

To Broaden the Foreign Relations of Academy and Develop International Activities

The aim of academic foreign relations should be the realization of strategic goals; the academy should broaden its international cooperation with the help of foreign stakeholders.

Parallel to the broadening of various foreign relations, it is important for the academy to strengthen the relationship with population forming a positive image.

The most important condition of development and international relations of educational system is; that the rescue work has no borders.

Such kind of condition will develop the academy and raise the educational level, as well as it will be possible to get the best cadres and education.

Goal 9.1. To broaden and diversify foreign relations of the academy in the educational and scientific sphere, the cooperation with European international educational institutes and to spur comprehensive integration in Bologna process.

1. To develop a list of cooperation directions consonant to the developed perspectives of CMSA.
2. To broaden the sphere of international activities, as well as to integrate the chairs of Academy in international cooperation programs.
3. To improve the informative system of international activities.
4. To integrate the academy and its departments into the amendments of Bologna activities, as well as to develop and realize short-term and long-term programs.
5. To develop the cooperation with foreign institutes and institutes of Commonwealth of Independent States.
6. To spur the students and pedagogical staff to participate in the international programs of cadres exchange.
7. To create favorable conditions for invited foreign lecturers to broaden their role in the educational programs of academic chairs.
8. To integrate academic educational and scientific units, research groups and individual experts into international scientific and educational programs, as well as to broaden their expert activities in international higher educational institutes.

Goal 9.2. To internationalize research work processes of the Academy; to integrate CMSA in European research territory.

1. To organize international conferences in academy regularly.
2. To support lecturers to pass retraining courses in foreign organizations and put their experiences in educational process of academy.
3. To promote combined research and expertise works with the European partners cooperation.

4. The specialists of CMSA should be involved in developing and realizing process of local and international grant programs.
5. To create favorable conditions for foreign specialists' research works, to give them necessary information, accessibility in library and working atmosphere.
6. To involve the specialists and students of academy in international education programs, to create an informative inner warp about the suggestions of international scientific programs.

Goal 9.3. To ensure the comprehensive development of academic foreign affairs.

1. To develop mutually beneficial strategic relations of the academy and separate chairs successively with united system of civil protection management institutions and organizations connected to the issues of specialists' retraining and students' career.
2. To create favorable conditions and supportive mechanisms for the departments of MES in order to be a part of the development of academic chairs and implementation of scientific and educational programs.
3. To maintain relations with the students of Academy and to create an informative and communicative system about students' data. To enlarge the online and direct contact between the students and Academy.
4. To create and develop graduates' union, to create international relations and to spur external investments and donations.
5. To undertake and realize programs and arrangements in order to enlighten and show the investments, donations and grants to public, benefactors, donors and others. To develop and keep long-term collaborative relationships with them.

Orientation indicators of progressive assessment
(during last 5 years)

- Updated annual data basis of partner organizations, since 2014/2015.
- International conferences, at least once a year, since 2015.
- Content analyse.
- PR activity growth of Academy (information-advertisement events), at least 1,5 times, since 2014.
- Growth of media reflected (PR productivity) at least 1,5 times, since 2014.
- Creation of graduates' union, since 2016/2017.
- Informative and communicative system of graduates' basis.
- Working career center for the students of Academy, since 2017/2018.
- The participation role of Academy in international organizations and consortiums.
- To organize students' managerial and scientific research practice in Europe.
- Academic representatives' missions to European similar institutions in circles of other programs, since 2014.

IMPLEMENTATION of STRATEGIC PROGRAM

The strategic program should be examined all the time and regularly be assessed according to new approaches.

The effective implementation of the strategic program depends on external influence, as well as on culture, team work, staff's devotion and the effective management system of Academy.

The strategic program is a working flexible program and can be changed according to the external and internal changes of the environment. New obstacles may be risen and new ways and opportunities will be needed in order to overcome those obstacles.