

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

**THE MANUAL ON QUALITY ASSURANCE OF
CRISIS MANAGEMENT STATE ACADEMY**



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PART 1. CONCEPT, POLICY AND MECHANIZMS OF QUALITY ASSURANC OF EDUCATION IN CRISIS MANAGMENT STATE ACADEMY

I. CONCEPT OF QUALITY ASSURANCE IN CRISIS MANAGEMENT STATE ACADEMY

1. INTRODUCTION

The strategic program of development of 2014-2019of Crisis Management State Academy defines those main directions that the Academy will follow in the long-term perspective, for realizing its mission and main strategic aims by providing effective education and for MES subdivisions high-qualified, competent, erudite specialists and highly qualified experts.

1. The key for reaching these strategic aims is the creation of effective and quality assurance productive system, which is based on high qualified education, as well as on infrastructure and modal services and it is directed to the needs of Academy and country.

2. This concept defines the quality assurance, approval, monitoring framework; general principles and requirements, as well as its organizational structure in Academy.

3. The Quality assurance has two dimensions; internal and external.

4. The Academy develops and validates a set of policies and procedures for internal quality assurance and the implementation of its mission, which consists of several interrelated parts. The Academy's quality assurance goal is to support its mission and strategic objectives for the implementation of national and international standards.

5. Internal quality assurance system depends on the management system of perfection and flexibility of the Academy, on its mission, clarification of goals and objectives, the quality of professional educational projects, scientific and educational resource of professors, material/logistics/ conditions, students' level, financial position.

6. The Academy, by means of educational quality assurance gives to learner an opportunity to acquire such competencies of knowledge, skills, ability to learners during their studies, which are accordance with the demands of MES employees, external market, political, social and cultural aspirations of person and society.

7. The external quality assurance is the accordance with European Educational space demands, as well as with the policy of the Republic of Armenia in the field of education and Armenian higher state educational standards.

8. The Academy proceeds through the integration into European higher Educational sphere for protection of population in Emergency situations and is obliged to provide a new

foundation for promoting quality education guided by the appreciation of the quality education in European standards.

9. In accordance with the European standards and guidelines, the system of internal quality provision of the Academy must include the following 7 main structural parts:

- 1) The strategy and policy of providing quality and appropriate procedures and standards,
- 2) The official procedures of confirmation of programs and qualifications, of periodic revision and current monitoring,
- 3) Discursively used and published standards, regulations and procedures of students' assessment,
- 4) Transparent mechanisms and standards for assessing the abilities of teaching staff,
- 5) The educational and other promoting resources equal to the demands of educational programs,
- 6) The collecting of proper information, analyzing and using for effective management of educational process,
- 7) The periodic publication of permanently renewable, fair and objective information about projects and granted qualifications.

10. The mission of internal quality assurance system is the implementation of quality assurance which requires a substantial increase, the efficiency of quality management system of vocational education, to improve the management level, the potential of professors and educational secondary staff, to modernize the education content, guarantying its correspondence of modern demands and introduction of teaching new technologies and methods.

2. THE DEFINITION OF QUALITY

11. Education Quality of the educational activities of the Academy is compliance with state educational criteria, students, society, social - economic and cultural needs.

12. The «Quality» concept which is based on the quality assurance system of Academy implies the goal of a joint application «purpose and principals of adequacy». Thus, the Academy, its structures and processes are in quality as they meet the specified purpose for which they are intended. On the other hand, main purposes must be proved and equivalent to Higher Education Goals.

13. The quality as a principle of «correspondence to goal» emphasizes the necessity to

satisfy or to correspond with common standards. Here, in the center of attention, is the efficiency of actions in the level of Academy or program, which are to be implemented the established or promoted goal. The mission, goals, and problems of Academy are the routers of the «correspondence of aim» of the Quality Assurance model, because they define the frames of planning the results, monitoring, and measuring. They also stimulate the relation to the beneficiaries, such as /MES of Armenia, public administrations, local authorities, organizations, state government bodies, professors' staff, students and parents/.

14. Therefore, in the system of QA of Academy, the criteria is not only «The correspondence of goal» (i.e. guarantee to reach the established goal), but also «The equivalence of goal» (i.e. the propriety of chosen goal, expectations of beneficiaries and taking into account the requirements).

The latter may guarantee the close connection with international educational criteria and labor market.

3. THE MAIN PRINCIPLES OF QA POLICY OF ACADEMY

15. The main principals of QA policy of Academy are:

Principle 1. Systematic approach. All the fields of activity-educational, scientific-research and administrative of Academy are under the subject of assessment and accountability.

Principle 2. Centralized regulation. For the processes of Quality Assurance, united regulatory, the procedural framework and evaluation standards are operating, which all the educational subdivisions are to follow. Here, the main combining role is reserved to Scientific Council, which is implement correspond planning of work, establishment of regulatory/criteria documents and procedures, the control of procedures and the discussion of the result provided by QA.

For the realization of these issues, Academy has created the Scientific Council of QA, the administrative structure of QA - the Centre of Quality Assurance.

Principle 3. Implementation of decentralized processes. In the individual objective fields for the educational standards and programs of the Quality Assurance processes are responsible the faculties and the departments (centers). The correspondence of decentralized processes of the Quality Assurance to united criteria of Academy provides united regulatory and procedural framework with the help of the Centre of the Quality Assurance and the Standing committee of the Quality Assurance of the Scientific Council.

Principle 4. Self-assessment. The activities of Academy are assessed according to its goals, as how the established goals have been implemented. The accepted model of Quality Assurance supposes the presence of system of planning and assessing. The goals must be planned and the actions are to be measurable: the established goals must be specific, measurable, achievable, and realistic and in timeline (SMART).

Principle 5. Improvement. The system of Quality Assurance of Academy tends to promote ongoing quality improving actions in the Academy. The self-assessment is observed as important object to improve the quality of education in the Academy. The requests of students, graduates, employees are observed as an ongoing improving important tool of quality.

Principle 6. The approach based on markings and evidences.

Academy assesses its achievements corresponding to national and international markings. The methods of Quality Assurance of Academy are based on proves/evidences, where the information from the feedback of results and beneficiaries (such as students, lecturers, MES subdivisions and other employers, inhabitants and etc.) are the basis for analysis and conclusions and according to them is being planned the improving events.

Principle 7. Teaching and Administrative Staffs' Enhanced Participation

Academy encourages the widen participation of lecturers and administrative staff in the process of Quality Assurance and in improvement procedures, stimulate individual initiatives in the Quality Assurance processes of educational (faculty, department, center) and administrative subdivisions.

Principle 8. Involvement of Students and External Estimators. One of the main guaranties of the system efficiency in Quality Assurance processes is the complete participation of students, graduates and employees, and the requirement of European Criteria. The following ways of their participants are intended in the different fields.

- The student surveys about the efficiency of teaching
- The graduates' query of satisfaction about the education received Academy
- The query of satisfaction of employees from the graduates
- Academy, facultative and educational self-assessment of programming processes

Principle 9. The Connection between Internal and External Processes Of QA.

The internal Quality Assurance is the base of external assessment and is made by the accounting of the latter's standards and procedures. According to it, institutional and programming self-assessment is the main connecting links of internal and external Quality Assurance.

4. THE PURPOSES AND PROBLEMS OF QUALITY ASSURANCE SYSTEM

16. The main purposes of QA system of Academy are:

- To guarantee the observance of high standards in all the main spheres of activity of Academy,
- To create regulation and organizational basis for Academy and for foreign assessment and accreditation of the quality of its educational programs, and also to create relations between inner and outer assessment processes,
- To stimulate the continual improvement of quality of education and the development of culture of the quality in Academy,
- To give an opportunity to Academy to verify itself, its beneficiaries and its external evaluators, that the adopted policy, the system and procedures of QA are functioning effectively,
- To provide the students, founders (management), the employers and financing organizations' Academy balance sheet for quality of the education,
- To support the consolidation of relations with national, local, and international QA agencies and Universities,
- To promote the mobility of students and graduates in space of higher education conforming the structure of courses and learning outcomes with demands of European Credit Transfer and Accumulation System.

17. The following problems of the system of QA of Academy derive from above-mentioned purposes.

- To cooperate the maintenance of educational standards, QA of educational programs and their continual improvement through arranged actions,
- To create conditions for implementing the self- assessment of the quality of educational programs and the foreign assessment and accreditation,
- To foresee current proceedings and take corresponding steps,
- To provide the transparency of QA proceedings and actions, and the effective participation of students, graduates, main employers and foreign experts,
- To create necessary prerequisites and stimulating mechanisms for the continual improvement of the quality of given education,
- To provide that the quality of Academy educational programs satisfy the expectations of beneficiaries, and that Academy graduates acquire knowledge and skills, which are to be required to MES employees presented requirements and are required/demanded/ in the labor market.

5. THE MAIN SUBDIVISIONS AND STRUCTURES OF ACADEMY QUALITY ASSURANCE SYSTEM

18. The basic departments and quality assurance system of Academy and the distribution of responsibilities between them are the following:

1. The Counsel of Academy approves the strategic plan, listens and appreciates the Academy's annual report /presented by the rector/, discusses the results of the quality assurance system in the frame of the annual report and proposes the ways of improvement.

2. The Scientific Counsel of Academy

- Confirms the policy and the strategy of quality assurance system, discusses the results of QA processes in the frame of the annual accounts of Academy.
- Realizes the discussion and implementation of the conclusions of QA results of procedures and the permanent commission of Scientific Counsel of Academy.

3. The Academy Rector

- Guides the works of Academy QA policy and strategy, leads its implementation, and provides a harmonized function of QA system, the integration and collaboration with other administrative structures of Academy.
- Guides the process of self-assessment in Academy.

4. The Academy Vice-rector

- realizes the operative administration and controls of Academy QA system,
- provides the functional relationships and partnership between the main structures, particularly between faculties, QA center and educational-methodical administration and between other departments,
- organizes the process of self-assessment of Academy, prepares its reports, controls and organizes other proceeding processes in Academy.

5. The Permanent Commission of QA Scientific Counsel

- comes out as an operative and controlling body for evaluating the QA processes and the accepted criteria,
- prepares and represents as well as the reputational, procedural and criterion documents, but also the new and reviewed documental packages of educational system,

- guarantees the Scientific Counsel to establish the QA and assessing processes, criteria of educational programs and teaching curriculum, and some documents concerning to the regulations and standard documents of QA.

6. QA Center of Academy

- works out the curriculum, controls the realization of the quality, and checks their correspondence to the fixed criterion,
- coordinates and controls the realization of QA functions of educational plans in educational departments,
- Prepares QA processes for working out the curriculum, for their assurance, monitoring and for periodical revision, controls and supports their realization in the departments of Academy.
- Organizes the processes of periodical revisions according to QA processes,
- Is responsible for teaching and for working out the educational assessment procedure (students' inquiry),
- Is responsible for coordinating the teaching process and for assessment the quality of education,
- Assesses lecturers' educational-methodical activity and its effectiveness,

7. The Faculties of Academy

- Are responsible in the level of faculties for organizing and realizing QA and controlling all the functions,
- Organize the process of working out the curriculum of the faculties; realize the processes of current monitoring and periodical reviewing according to QA procedure.
- Provide necessary resources (teaching staff, laboratory equipment, and educational literature and so on) and other means for promoting the process of education and for a better implementing of its curriculum according to the requirements of the program.
- Organize the process of self-assessment of the educational programs of faculties and organizing corresponding report in the framework of annual monitoring, periodical reviewing, of the program, and program accreditation of the activity,
- Provide and control the quality of research activity in the faculty.

8. The Chairs of Academy

- Are responsible for quality control and monitoring of vocational education programs for the control of the consistent implementation of the discussion, the decision of the

new curriculum in the Chairs.

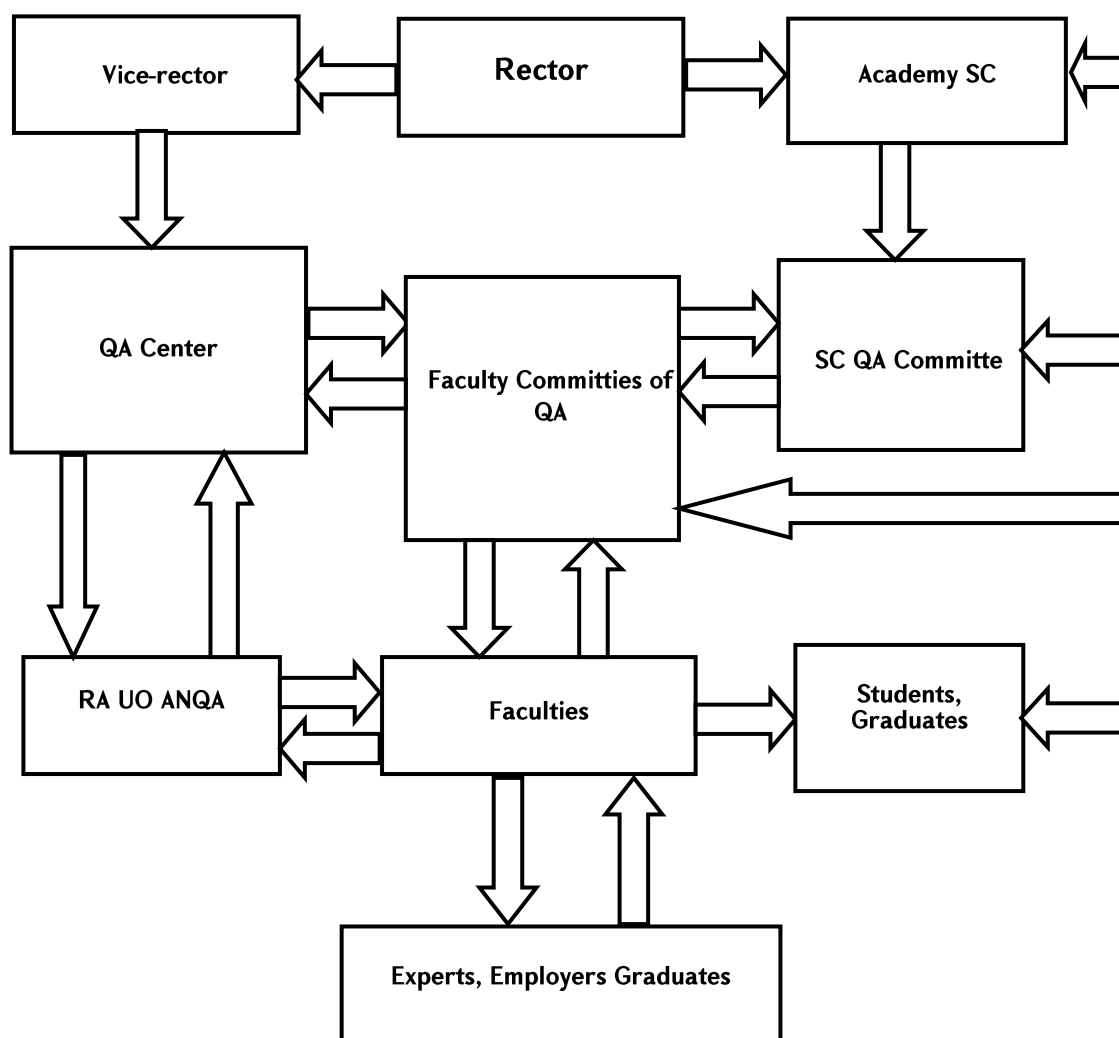
9. The Students

- are involved in the processes of assessing the quality of education in teaching processes, in the student inquiries about the education and the effectiveness of assessment, as well in the final-year students' inquiries about the satisfactory,
- are involved in Academy and SC of faculties, in the committees of Academy SC and SC of Faculties of QA,
- are involved in Academy QA procedures as the representatives of Students' self-managing body (Students' Counsel, SSS, etc),
- According to the defined procedure, students take part in the processes of self-assessment processes of Academy and corresponding to preparation of the report as members of the occupational group of the self-assessment.

10. The External Experts, Graduates and Employers.

- Implement the activity of Academy, QA system and the external investigation of the program, in the frames of institutional and program accreditation.
- Are involved in Academy counsel and Academy Science counsel.
- Are involved in the commissions of certifications of final exams (final exam and defense of the graduate paper).
- They can take part in processes of current and term assessment with the initiative of Academy.
- Take part in the student inquiries about their satisfaction with the knowledge gained in Academy.
- Take part in employers' inquiries about their satisfaction about the graduates of the Academy.

Below, it is demonstrated the quality assurance scheme in Academy. It shows the hierarchical link between the main associations and structures included in the system.



Picture 1.

6. PROCESSES AND PROCEDURES OF THE QUALITY ASSURANCE

Academy procedures of the quality assurance have an aim to planning and turning into the concrete actions the processes driven from the Quality Assurance policy and directing the course of their implementation.

19. The main processes and procedures of QA of Academy are listed below according to individual fields.

1. Quality Assurance of Educational Programs

- The educational programs have clearly defined and published goal, expected educational results and teaching, selected assessment methods, which contribute to the achievement of results by students,
- The quality assurance of the program is based on project planning, processing licensing (preliminary approval), necessary documentation, program offering

expertise, official approval, annual monitoring (monitoring), periodic assessment and review procedures and students and on feedback mechanisms of graduates,

- The students are involved in current monitoring programs (monitoring) and periodic review processes (semiannual surveys of students and annual surveys of satisfaction, which are assessing the content of programs and courses, teaching methodology and implementation of quality programs),
- During the evaluation of the quality of programs are taken into account external evaluators' opinions,
- The quality assurance processes are more focused on the projects, where a possible decline in the quality of risk is (new opened or continuously have a low rate of programs).

2. Defined maintenance of educational standards

- The educational standards given appropriate level of qualification, defined in the qualifications frames of European Higher Education Area and the National Qualifications frames,
- The educational standards satisfy the state, professional, legislative bodies correspondingly and the requirements of similar other institutions,
- The educational standards are regularly reviewed to ensure their modernity and compliance,
- The development, monitoring and during the review of educational standards is used for both internal and external and independent experts feedback.

3. Assessment of Students

- Learning results assessment of the course and individual educational module (ongoing and final exams),
- Results evaluation of the educational program (final certification of graduation, which includes final exams and defense of the graduation paper),
- Annual student surveys about the process of students assessment by the aim of effective assessment of applicable standards, forms and methods,
- Periodic surveys of the teaching staff about the process of students' assessment by the aim of effective assessment of applicable standards, forms and methods,

4. Quality Assurance of the Teaching Staff

- Multidimensional assessment of the teaching staff performance, which includes lecturers' assessment by the students (Student surveys about the teaching

- effectiveness), lecturer's evaluation by the direct supervisor (head of chair), the associate professors' evaluation of the lecturer, lecturer's self-assessment,
- Quality increasing and professional training of lecturers based on the above evaluations,
 - A competitive selection the teaching staff on, positions classification, class offer and material incentives (particularly differentiated additional appointment of lectures) procedures.
 - The Rescue Service teaching staff positions setting, promoting, inspiring and certification procedures defined by RA Government and the Minister of Emergency Situations.

5. Educational Resources and Quality Assurance of Ancillary Services

- Corresponding assessment of qualitative and quantitative characteristics of learning resources of educational programs,
- Identification and evaluation of educational and personal the needs of students,
- Assessment of the quality about the satisfaction of students' educational resources and support services through annual surveys, which are estimated the work of the library and reading halls, the work of computers halls and Internet accessibility, the decor of classrooms and teaching laboratories, the work of graduates and career center and other services of counseling of the effectiveness,
- Assessment of the quality of educational subdivisions providing the ancillary service through an implemented survey within three-year interval, which are estimating infrastructure of the Academy and their management, library, reading halls and the work of computers halls and Internet accessibility, the decor of classrooms and teaching laboratories and etc.

6. Assessment of Scientific Research Activities

- the number of scientific publications,
- the number of reports included in the research project,
- the number of participants in international specialized conferences,
- the number of Academy young scientists taking participation in inter-educational conferences or making reports
- The involvement of the postgraduate students in research projects / balance,

7. Evaluation of Public Involvement

- The number and volume of published material about Academy
- The immediacy of information dissemination about

- Academy
- The results of the study of public opinion about Academy,
- The number of programs directed to public needs which comprise Academy,
- The quantity of training courses/programs and continuing education its diversity,
- The audience number/balance in the students' general contingent involved in these courses/programs.

7. QUALITY ASSURANCE MANUAL AND INFORMATIVE SYSTEM

20. Academy documentary assurance and informative system include:

1) **QA Manual (guidebook), which comprises:**

- General description and organizational structure of QA system,
- Goals, problems and provisions of QA policy,
- Principles, processes, procedures of QA and division of responsibilities between different levels of management and departments, relation and interaction to other managing bodies,
- The concise description of the main procedures of QA and the procedural package of quality assessment,
- Procedure rules and methodological materials
- to implement separate procedures of QA,
- Formulations of educational criteria of Academy,
- Other necessary stuff for application of QA system,

2) **Virtual (online) resource repository of QA/Accreditation, which comprises:**

- All the official documents of QA of Academy system; QA Conception, QA Manual, documents related to the assessment of educational programs, teaching staff, students and quality of educational resources and assessment,
- All the accounts and reports about the results of implementing of QA procedures,
- Analytical reports and corresponding documents of institutional and program accreditation,
- Forms and protocols of different queries and other events,
- Other materials and documents for informative provision of system.

8. MONITORING

The Quality Assurance Center is responsible for the Academy quality assurance of education policies, procedures and processes for the implementation of control and monitoring. The organization of the educational process, as well as the establishment of the various level management processes are monitored through appropriate tool-staff throughout the school year. For monitoring and control purpose the quality assurance center cooperates with all structural subdivisions of the Academy for the development and collection of information. The results are summarized at the end of each academic year and are being developed in accordance with recommendations, suggestions and events in order to correct shortcomings and to spread best practices.

9. THE MAIN CONCEPTS AND DEFINITIONS USED IN CONCEPT NOTES

21. This concept used primary ideas have the following meanings:

1.	Assessment	a process of systematic analyses of the quality of the Academy or educational program.
2.	Self-assessment	a process of systematic collection of factual information, of requests with students and graduates, of discussions with professors and students, the results of which are concluded in the self-assessment report.
3.	The experimental assessment	a process of evaluation, implemented by the external experts, about the quality and effectiveness of the Academy or educational program and about the staff-resource provision.
4.	The authorization of the development program	a process, because of which, the educational subdivision takes to the official agreement of Academy for the development of a new educational program according to the presented bid.
5.	The adaptation of program	a process, through which the Academy assesses the quality of a new educational program and the ability of program-team according to implementation of determined standards.
6.	The monitoring of program	a process, which observe the effectiveness of program in a point of view of achieving the determined aims and expected educational results, and it reveals the problems connected with the quality of education, for spreading the best attempt of implementing the necessary improving events.
7.	The systematic review of program	a process, though which the Academy assesses the acquirement of aims and criteria of program and the quality of factual service with

		the results of its complete implementation of full cycle and it makes the decision about the expedience of continuing the program and about making changes in the program.
8.	Criteria	determined demands and conditions, on the bases of which, the necessary quality of the Academy program or educational program must be acquired and assessed for accreditation and certification.
9.	Standards	The reference points of the level, which describe the implementation degree of a certain problem or standard.
10.	Educational standards	the demands about the level and quantity of knowledge, abilities, and skills, which are required from the student, for the award of requested quality in the frames of the program.
11.	Quality	a multilateral category, which deals with institutional mission and aims with accepted standards in the frame of the following Academy, program, or course. According to the way of usage, there are different definitions of quality: "quality as an excellence", "quality as a correspondence to the aim, " quality as an improvement" etc...
12.	The quality assurance	The continuous procedures of assessment, controlling, observing and improving of quality assurance of the Academy or the educational program.
13.	The system of inner quality assurance	the system of management, through which the Academy actualizes the policy and problems of its quality assurance with the help of determined processes and mechanisms.
14.	The audit of quality	a process of quality assurance, through which the competent external body checks the existence of the inner processes of quality assurance of the Academy or educational program, its equivalence with their aims and its factual actualization.
15.	The improvement of quality	the continuous increasing processes of quality through the quality management.
16.	The management of quality	a combination of regularly implemented events on the level of the Academy or educational program, on the purpose of quality improvement,
17.	The culture of quality	a system of generally accepted and integrated principals of the quality, which is typical to organizational culture of the Academy or to the system of management.
18.	The monitoring of quality	the internal and external procedures of checking the quality of the Academy or the educational program,

19.	The expertise of quality	the factual process of outer assessment (research) of quality of the program of the Academy or the quality,
20.	The policy of quality	the officially expressed formation of the general intentions and principals of Academy in the field of quality assurance.
21.	The descriptors of quality	the formalizations, which determine the results of qualifications in the corresponding levels of high education and they describe the main differences between them.
22.	The European standards and landmarks of quality assurance	European official document accepted by Bergen summit assembly in 2005 and developed by European association of quality assurance, which includes corresponding standards and landmarks for the internal and external assurance of the Academy or the educational program and for the procedure of quality assurance.
23.	The educational program profile	As a result, the implementation of the program, the description of differential statements of granted qualification based on its special aims, which shows how that qualification related to a frame of accepted qualifications and working atmosphere.
24.	The learner's educational output	The Statements about what they need to know, understand and be able to make at the end of the learning process of the learner (educational program, a software module, course). Learner's output results are usually expressed as knowledge, intellectual and practical skills.
25.	The accreditation	A process, through which an official authorized body, assesses the quality of the Academy or educational program, for learning officially their correspondence to the mentioned minimal standards and criteria. It consists of three successive stages: self-assessment and the formation of corresponding report, the checking visit of experts and assessment, the formation of the assessment report.

II. QUALITY ASSURANCE POLICY OF CRISIS MANAGEMENT STATE ACADEMY

1. GENERAL PROVISIONS

State Academy of Crisis Management (the Academy) attaches the importance of the quality assurance in educational, research and institutional at all levels. The Academy is guided by the quality assurance processes and procedures by the law of «Education», the law of «Higher education» and the Law of «Postgraduate education» the Law «On Rescue Service», Academy activities Regulation adopted by the Government decisions, as well as Academy's development strategy principles:

- quality assurance with European and national standards
- to analyze results of the work done in previous years.

1. The policy of Academy is the declaration of Academy problems, as well as the strategic principles and values in the sphere of educational assurance which is the basis of the parallel development of education and science, creation of knowledge, transmission and distribution.

- The policy of QA determines the principle approaches about Academy QA problems and the ways of implementing them. The process of implementation of the policy requires some procedural guidance, which, in one hand, provides information about the means of implementing the policy, and, on the other hand, and transferring all these means into regulations and concrete actions.
- With the help of the policy of QA, Academy creates such a system of QA, which determines the principles of implementing of international processes of QA, also the structure of QA system and its procedures.
- The purpose of Academy QA policy is to insert an official, transparent and reliable QA system based on the results of activities and the inner and outer assessment of applied processes.

2. QUALITY ASSURANCE POLICY

2. The Academy, in conditions of globalization, seeks to integrate into the international educational system, to become its full member, putting the experience of developed countries and leading institutions in the sphere of emergency civil protection and civil defense, as a success considering the establishment of close international cooperation and development.

3. The Academy is responsible for developing a culture of quality which stresses the

importance of quality assurance and quality in his work.

4. QA policy defines the fundamental approaches about the quality problems of the Academy and the ways of their implementation. The realization of the policy implementation will require some procedural guidance, which on the one hand, provides detailed information on the means by which the policy is implemented, on the other hand, debugs and turns these funds into concrete actions.

5. The Academy creates a quality assurance policy through a system of quality assurance, which clearly defines the principles of institutional quality assurance processes, guidelines, procedures and structure of the quality assurance system.

6. The purpose of Academy Quality Assurance Policy is to insert an official, transparent and reliable system of quality assurance based on the results of the activity and the inner and outer assessment of applied processes.

7. The Problems of Academy QA Policy are:

- To provide guidelines for inner QA processes and for developing and implementing the proceedings,
- To provide guidelines consistently accepted the European demands for determining the inner quality criteria and standards,
- To assist cultural establishment of the continually improvement of the quality and future development in the Academy,
- To assist to discover the strong and worth to special attention spheres of Academy for providing continual improvement with short and long-term basis,
- to harmonize the different spheres and processes of QA in the Academy,
- To consolidate the significance of QA Centre in management and increasing of the quality,
- To assist the implementation of Academy mission corresponding to its strategic purposes and problems,
- Continually improve QA system with the aid of frequent reviews, accomplish and modernize QA activities, procedures, standards and the official documents related to them,
- To guarantee the correspondence of the policy and the strategy to the mission of Academy, and to its strategic purposes, and problems.

8. The Academy Quality Assurance Policy is building on the following principles:

- 1) The Academy is responsible-accountable for ensuring the quality of Education, both to MES of Armenia and the Public which expresses by the regular assessment of

programs and qualification.

- 2) The Policy is transparent, it is officially accepted by the competent authority of the Academy /Council, Scientific Council/ and provides a set of quality standards and continuing improvement of educational programs.
- 3) The Policy is built on the intent of the quality continuing improvement, provides mechanisms for the Quality Culture sustainable development in the Academy.
- 4) Mission and strategic objectives/purposes/ are the starting point of the Academy and the quality assessment process should reflect the extent to which they are being implemented.
- 5) Policy is applying to all current and planned programs and to all educational levels.
- 6) All educational programs are dependent to a set of internal and external expertise according to established criteria with advance defined periodicity.
- 7) The Academy's internal and external stakeholders and the Public are informed about the schedule which is related to the policy of assessments and processes.
- 8) The quality assessment process is based on the self-assessment and external and independent expertise.
- 9) The Academy's internal and external all major stakeholders are involved in the quality assessment process.
- 10) The Academy has a guiding documentation package of the quality assessment process installed on the Academy web side.
- 11) The Academy approves and applies certain procedures for its quality assurance policy, periodic expertise and for review of related processes.
- 12) The Academy evaluates its programs condition and perspectives by using internationally accepted initial guidelines in the country.
- 13) Effective decisions and conclusions can be adopted only on the base of factual data and analysis of information. The Academy must have the adequate information systems and technologies for information flows related to Quality Assurance.

3. MAIN SPHERES OF ACADEMY QUALITY ASSURANCE

9. The processes, mechanisms, standards, and procedures, must give an opportunity to assess the quality of these spheres included in the system of Academy QA.

Sphere1. Educational syllabus and courses: The quality of development and implementation of the educational syllabuses and courses are assessed by the corresponding guides and procedures. The correspondence to the quality and determined purposes of implementation of educational programs of Academy are implemented by «Scientific Counsel» of Academy, established by the rules of «Current monitoring and periodic review of Academy educational programs». The main aim of monitoring of educational program is the assessment of the fulfillment quality of the program and the usage of the resources, and the aim of the periodic review is to promote the implementation of the Academy mission, the strategic aims, and the acknowledgment of the qualifications.

The reconsideration of the program includes as quantitative, as well qualitative analysis. The quantitative analysis supposes to collect and review the numerical facts connected with project. Those facts are represented in the self-assessment report. The qualitative review involves two parts self-review which is done by the implementer of the program, and the assessment fulfilled by the external expert group.

Sphere 2.The lecturer staff: The assessment of the quality of the lecturer staff includes the criterions of qualifications, scientific work, and continual professional development. In the procedures of qualification, scientific work, and continual professional development, the minor measures are defined by the educational subdivisions (faculties, departments, centers). During the development of the teaching staff's requirements/criteria, the procedures and processes of competitive election of teaching staff, positions assignment, and promotions of Academy are taken into account.

Sphere 3.Teaching and learning: The assessment of teaching and learning quality includes the followings:

- The application of reproductive methods, e.g. listening lessons by the head of the department,
- The assessment of courses and teaching by the students,
- The assessment of teaching portfolio and colleague- lecturers,
- Assessing the quality of teaching, individual instruction performance and the procedures of assignments and promotions are taken into account, related to lecturer's teaching,
- Departments of increasing lecturer's qualification and professional training and QA

center, in the sphere of teaching improvement procedure, has advisory and supportive role on lecturers' continual professional improvement and in the implementation of the teaching improvement programs, through the help of giving awards for excellence in the teaching sphere.

Sphere 4.The students' assessment - the existence of current and final assessment of students' QA mechanisms, and in the conditions of the absence of external assessors, the departments must develop students' transparent assessment techniques, which are corresponded to students' assessment of Academy measurements. At least they must include definite measurements and standards of assessment and supported procedures, which provide students' assessment reliability and the trustiness of appointments.

Sphere 5.Ancillary services: The assessment of the quality of the ancillary services to the students, departments, faculties, and centers, including accounting system are involved in QA system.

Sphere 6.Resources and Infrastructures: The assessment of the quality of resources and infrastructures includes the presence and equivalence of measurements of corresponding appliances, classrooms, libraries, reading halls, informative communicative means, educational laboratories, and appropriate techniques.

Sphere 7.Scientific Research Activity: The assessment of the quality of research activity of Academy includes the following spheres:

- The management of the scientific research activity, long-term strategy and short-term programs, which express the interests and pretentions of Academy in the research area,
- The level of internationalization of scientific activity,
- The scientific-research potential of the faculties, departments and subdivisions of Academy
- The correspondence to contemporary demands of scientific research infrastructures of Academy subdivisions,
- Scientific publications.

Sphere 8.Excapt Additional and Continuing Education:

Academy implies purposeful orientation towards continuous education and competitive participation. Advanced involvement has acquired through additional and continuing education, as an integral structure of Pipe educational system. It includes the creation of the new skills and abilities, knowledge enrichment, flexible educational routes, applying training and job combined. The implementation of additional and continuing

education policy requires a strong collaborative links with state and local government bodies, organizations /irrespective of the type of legal-way structure/, international organizations, national platform for disaster risk reduction, universities, students and the general population.

Additional and continuous education quality assessment includes the following provisions:

- assess and meet training needs
- assess the effectiveness of training and learning, then the outcome of this evaluation
- monitoring and assess of training programs

Sphere 9. Social Inclusion: To promote the recognition of the Academy and its activity and the external assistance, Academy should support the mental, educational, scientific, and cultural progress of the society. The assessment of the social service quality includes:

- The assessment of relations to the society: operative information, published materials, the ways and means of expansion of information, the purposefulness of PR activity, the investigations of public opinion about Academy, its involvement in the projects directed to public needs, etc.
- Research results of public opinion on the activities of the Academy.
- The involvement of Academy in activities of state, public and international organizations.

4. PERSONNEL/ENTITLES RESPONSIBLE FOR EDUCATION QUALITY ASSURANCE

10. Quality Assurance is in the frame of the responsibility of each member of lecturers and administrative staff and is the integral part of their daily activities.

Below is presented the responsible persons for Education Quality Assurance and the series of their responsibilities.

- The Rector is responsible for the implementation of the Academy education quality assurance policy:
- The Scientific Counsel of the Academy QA Permanent Commission is responsible for the QA policy and directed to concept improvement proposals research, regulations, procedures, specifications, standard-documentation and review and implementation of educational programs , discussion and to present the Council of Science for approval .
- QA center of Academy is responsible for the realization of QA policy and concept, QA procedures, monitory, review and improvement. The center cooperated with the QA

responsible of the Chair, QA commission and Chairs' commissions.

- Chair's QA representative is responsible for organizing the process of working out the curriculum of the faculties; realize the processes of current monitoring and periodical reviewing, according to QA procedure. The works provide and control the quality of research activity in the faculty.
- QA Commission is responsible for controlling a process of working out the program in faculties, changing and its implementation of QA activity, also to control the proper and methodological assurance of the program. Are responsible as well as for providing quality of education in the faculty and inner control, but also for realizing the decisions accepted in the Academy.

5. CONTINUOUS QUALITY IMPROVEMENT

11. The strategy of continuing improving of quality is the most important component of QA policy of Academy, which is said to provide continuing and stable improvement of quality of educational procedures according to changing demands and needs of students and labor-market. Its main reason is to create and function supporting mechanisms in all the spheres of Academy for stable and continuing increasing of quality, as well preconditions for steady developing of culture of quality.

12. The Resources, which the Academy strives to assure the continuing and stable improvement of the quality are essentially depend on its specialized direction, mission, QA culture, strategy aims and chosen QA policy.

13. For implementing its strategy of continuing increasing, Academy proceeds from the following principles:

- The procedures of QA are regulated, monitored and frequently reconsidered,
- The procedures of QA are based on the reports of quality monitoring, feedback of the students, graduates, and employees and on the graduates' statistics of employment.

14. The mechanism of continuing increasing of Academy quality is based on a cyclic procedure, which consists of the following four main stages:

- 1) **Planning:** the main problems and measurable expected results are defined,
- 2) **Implementation:** All the required processes and measures are implemented for requiring the expected results.
- 3) **Assessment:** Factual received results are checked and measured with the comparison of expected, and assessed by that difference.
- 4) **Improvement:** Additional measures are developed and planned for rectifying the omissions and shortcomings, and implementing the predetermined results for acquiring in the next stage.

III. THE STATUTE OF ACADEMY QUALITY ASSURANCE CENTER

1. GENERAL PROVISIONS

1. Quality Assurance Center (henceforth Center) of Crisis Management Academy /the Academy/ is an independent structural unit, which under the legislation of the Republic of Armenia/henceforth RA/, the present Charter and the Statute of the Academy, as well as other legal acts of the Academy promotes for the realization of mission, policy and quality assurance of strategy, continuously assist in assuring the quality of all of its processes and implementing research activities and education management and monitoring on the sphere of quality assurance methods and evaluation of assessment mechanisms..

2. The center is created, reorganized and its activity is terminated by the decision of the Academy Science Council. The center operates in accordance with this Statute, which is approved by the Scientific Council of the Academy.

3. The center carries out its activities consistency of the RA legislation, this Statute and the Academy Statute.

4. The Centre's powers are defined by the Statute, the Statute of Academy, rector's orders and other legal acts.

2. MISSION, GOALS AND OBJECTIVES OF THE CENTER

5. The center's mission is to:

a) Promote a culture of Quality in the Academy, based on mutual confidence and stable value. It is guided by the principle of transparency and clear policies /rules, procedures, norms/ that encourage the employees and the students' cooperation and continuing education.

b) Promote to raise public awareness of their rights and responsibilities among students and employees and enhancing the role of the student in the Academy structure. The Academy creates a learning environment that focuses on student and teacher educational training and the formation of complex scientific research activities, as well as the promotion of innovation and creativity.

Thus, the system is built on the basis of confidence of Quality Assurance and should be based on three main principles: honesty, impartiality and competency.

6. The center's goals are:

- a) to support the Academy European Higher Education Area (EHEA) Quality Assurance (QA) standards comparable and compatible with the application process and ensuring compliance with the accreditation standards set by the Government,
- b) to promote the creation of quality culture in the Academy, creation of sustainable basis and the quality assurance system for the continuous improvement of the quality education,
- c) to support the Academy knowledgeable, well-rounded, training a rescue personnel and forming qualification system.

7. The Center's Tasks to provide:

- a) The organization of substructure and program of accreditation of self-assessment process, preparation corresponding reports and coordination of subsequent operations planning and implementation.
- b) The creation of concepts which are associated with the educational programs and quality assurance policy of qualifications, completion and continuing improvement.
- c) The creation and application of clear and simple tools for monitoring and establishment of educational programs and qualifications.
- d) The completion, revision and continuous improvement of the assessment criteria and standards, results and procedures.
- e) The formation and application of mechanisms for continuous improvement of the system of teaching staff professional quality assurance.
- f) The application of educational resources and students' support assessment mechanisms and the analysis of continuous improvement.
- g) For assuring quality of education ensure accountability before internal (students, teaching and administrative staff) and external (applicants, alumni, employers, MES of Armenia and society) stakeholders.
- h) Exploring the new directions, national and international methods of modern experience and presentation of the proposals on its spread.
- i) The connections between national, regional and international quality assurance companies and higher education quality assurance center and their strengthening.
- j) The completion and continuous improvement management information indicators system of developed and implemented mechanisms.
- k) The continuous improvement of the evaluation system about the assessment of information in quality assurance processes.
- l) The organization scientific-research, diagnostic and analytic activities for the implementation of the above-mentioned problems.

3. FUNCTIONS OF THE CENTER

8. The Center, for the accomplishment goals and objectives as set out in the Charter of the Academy, realized the following functions:
- a) The Academy QA system operational management and control.
 - b) To create working groups' planning, coordination and to provide methodological and ongoing support for the implementation of the Center's statutory functions.
 - c) The systematization of QA procedures and the realization of concepts monitoring in Research and Structural subdivisions.
 - d) To organize processes of regular reviews of curricula, ongoing monitoring according to QA procedure, check new and revised packages of curricula documents.
 - e) development and evaluation tools for assessing the effectiveness of educational services realization
 - f) analysis of the Academy's activities, contributing to the development of recommendations,
 - g) presentation of the accounts about the QA present situation, its individual characteristics, executing key indicators to the Rector of the Academy and management bodies and quality assurance of the state of its individual characteristics
 - h) the presentation of the annual work program to the Centre of the Academy Scientific Council for approval,
 - i) the Academy's Scientific Council cooperates with the faculty councils quality assurance permanent commission and supports to their work,
 - j) Accounts preparation and submission about the result of Center's activities.
 - k) To coordinate quality self-assessment of Academy educational programs and supports the processes of their external evaluation and accreditation.
 - l) The formation of accounts, reports, analyzes references and other forms of documentation on the base of the results of inner-university research.
 - m) To support the Academy quality assurance of regulatory, procedural and normative documents development.
 - n) To organize and coordinate quality assessment of collaborative works.

4. STRUCTURE AND MANAGEMENT OF THE CENTER

9. Overall coordination of the work of Center is reserved for Vice-rector on educational work according the order of Rector.

10. Center is governed by Center director who is appointed and dismissed by Academy Rector.

11. Center stuff list is determined and changed by the Academy Rector consulting with the Center Director.

12. Director of Center is governed by the RA Constitution and Laws, the Academy Present Statute, the Center's strategic plan and annual plan of activities and his post passport and other legal acts during his activities.

13. The Center director is accountable to Academy rector and governed bodies.

14. The Center Director:

- 1) To plan, arrange, direct and control current activities of Center and responsible for realization Center functions and issues.
- 2) The Academy mission, strategic plans and action plans of the structural subdivisions for their promotion of implementation is presenting a strategic plan of Center to Rector for approval which is guided by this Statute.
- 3) To ensure the implementation of main functions of Center, solves problems arising from them, gives relevant instructions and recommendations and provides interaction with the other departments.
- 4) To sign documents prepared on behalf of Center, makes notes, prepares reports within the frames of Center authority prepares reports, references, reports, proposals and other documents.
- 5) For the solution of the problems related to Center, calls conferences, by necessity, presents to Academy Rector or Vice-rector on Center activities, appropriate reports and proposals associated with Center activities on works done by relevant Academy departments.
- 6) To present proposals to Academy Rector or Vice -rector coordinating Center activities, on promotion, disciplinary sanctions, certification and training of the stuff.
- 7) To present Center in external communications, meets representatives of different organizations to arrange Center activities, prepares and signs documents on relevant cooperation from time to time reporting and coordinating about that with Vice-Rector.
- 8) Arranges and controls Center activities, as well as other work related to solving Center problems.
- 9) He is responsible for the quality of work done by Center and for proper and efficient solution of problems existed in Center.

15. The chief specialist of center

- a) Participates in seminars organization field of quality assurance,
- b) Helps the center director in organizational problems (correspondence, propagation of materials, call, invitations, etc.)
- c) Provides the Chief's other tasks, which arise from the Center problems and goals.
- d) Participates in the preparation of annual analytical report of quality assurance system.
- e) Performs translations (if needed)
- f) Preparation and development of the forms required for the current surveys coordinating them with the head of the Centre.
- g) Carry out surveys on students' satisfaction with educational programs, the training of teachers and the organizational level of educational process.
- h) Conducts annual surveys on graduate students' satisfaction with education, recruitment of the results, summarizes and analyzes.
- i) Submits a report on the results of evaluation.

16. The center methodologist:

- a) To implement an annual recruitment of the institutional capabilities of electronic base (questionnaire).
- b) Participates in organization of seminars of the quality assurance system;
- c) To perform translations, as appropriate,
- d) To perform chief's other assignments stemming from the Quality Assurance Center goals and problems,
- e) To participate in annual service of students satisfaction degree on the level of educational programs, the course's instructor and the level of organization of the educational process, data entries in database.
- f) Participates in the annual surveys on graduate students' satisfaction degree of education, recruitment of the results, summarization and reporting to the Head of the Center.
- g) Participates in the annual preparation of analytical report in quality assurance system ,
- h) Participates in the development of the necessary materials and printing , copying and scanning.

17. Networks Operator:

- a) Installation of the servers, performs data affords protection, archiving (at least monthly) process,
- b) Installation, maintenance and updates to operating systems and antivirus and other programs, and installation and debugging of new software and technical resources,

- c) Provides consultation about programs and use of means of technical acquirement, as well as the use of network and Internet resources,
- d) Assists and advises the teaching and administrative staff, about re-submission in respect of the preparation of electronic materials,
- e) The training of staff, databases and computer programs needed for work-skills,
- f) The operation and maintenance of a quality assurance model for the Academy's electronic system,
- g) Supports the electronic questionnaires development system for online surveys,
- h) Creates users' accounts, passwords and provides the current service,
- i) is responsible for the security of information and network, as well as for Internet connection.
- j) To provide computers, uninterrupted operation of the network and other technical means, elimination of defects, current hardware and software maintenance,
- k) Provides computer and technical instruments and realizes a current service during various events and lectures.
- l) carries out the registration of computer hardware and related equipment and maintain the current record,
- m) To support to organizational matters (collecting texts, mailing, etc.)
- n) To organize the records, as well as photo and video media, implementation of their maintenance.
- o) To present a documentary report on the work done.

5. ORGANIZATION OF CENTER ACTIVITIES

- 18. The Academy authorization reserved for full and effective implementation of the Center, as well as civil law provides the participation law, other legal acts, Academy Statute and this Charter.
- 19. Changes and amendments to this Constitution, as well as the reorganization or liquidation of the Center implements the Academy's Scientific Council, presented by the Rector.

IV. WORKING ORDER OF SCIENCE COUNCIL OF PERMANENT COMMISSION OF QUALITY ASSURANCE OF CRISIS MANAGEMENT STATE ACADEMY

I. GENERAL PROVISIONS

1. Permanent Commission (hereinafter commission) of Academy quality assurance of academic council carried out its activities in compliance with RA legislation, Academy regulation, Academy internal legal acts and the present working order.

2. Commission activities aims at submission of research, preparation and relevant recommendations of issues of regulatory affairs to the academic unit.

3. Commission discusses the issues referring to its filed in instruction of Academy academic unit and / or Rector.

4. Confirmation of stuff and terms of activities of the commission, well as the changes are implemented by Academy academic council.

2. FUNCTIONS OF COMMISSION

5. Functions of the commission are:

- to develop drafts of legal acts of internal and external quality assurance, which is a subject for approval of Academy academic unit.
- to provide recommendations and proposals on standards, procedures and/or implementing process, approval of new and revised Academy educational projects regarding to internal quality assurance,
- to cooperate with other organizations and groups of Academy quality.
- to implement other powers reserved with RA legislation, present working order and Academy internal legal acts.

3. ACTIVITIES OF COMMISSION

6. Commission organizes its actions through the meetings, which are held as needed. First meeting of the commission is held by Rector, during which is elected the head (chairman) of the commission. Next meetings are held by the head of the commission.

7. Meetings of the commission provides quorum, if two third of members of commission are present. Commission decisions are made by a simple majority of the votes of members present at the meeting. In case of an equality of votes the chairman (the head) has the decisive vote.

8. In case of the absence of chairman the meeting is held by the member of the commission assigned by the chairman.

9. Commission meetings are held in the agenda proposed by the chairman.

4. COMMISSION CHAIRMAN

10. Commission chairman

- 1) convenes and runs the meetings of the commission,
- 2) coordinates the process of decision making by the commission,
- 3) convenes respective specialist and experts for discussion of specific issues,
- 4) in Academy academic council submits the projects developed by the commission
- 5) perform other powers envisaged with Academy internal legal acts and present working order.

5. COMMISSION MEMBER

11. Commission member

- 1) participates in discussions on the issues raised in Commission,
- 2) participates in decision making through voting,
- 3) submits in Academy academic council the designed projects according to the decision of Commission,
- 4) perform other powers envisaged with Academy internal legal acts and present working order.

The member of Commission possesses a special opinion on the issue aroused in the commission and submits it in the meeting of Academy academic unit.

**PART 2. THE CRISIS MANAGEMENT STATE ACADEMY TEACHING STAFF'S
FORMATION, COLLECTION, SELECTION AND PROFESSIONAL DEVELOPMENT
POLICY, REGULATIONS AND PROSEDURES**

I.CRISIS MANAGEMENT STATE ACADEMY TEACHING STAFF'S FORMING REGULATION

1. GENERAL PROVISIONS

1. This temporary regulation defines the principles for the formation of position/posts/, placing, promoting, in exceptional cases appointing positions and renewal of contracts for teaching staff in Crisis Management State Academy.
2. Adoption of the teaching staff of the Academy, the employment relationship between the staff and the Academy are carried out by;
 - Civil staff with contractual principles, which is proceeded by the election of a competition candidate.
 - Rescue staff «About Rescue Service» in accordance with the requirements of the Law of the RA and the Law established by the Government.

2.GRADES FOR TEACHING - STAFF

3. The Academy Teaching Staff includes the following qualifications:
 - a) Armenian and foreign Universities' consultant professor /docent/ and combining professor /associate professor, assistant professor/, Research and Science industrial organizations are occupying the same academic titles and grades.
 - b) Assistant/masters, Aspirants, Methodists and junior Methodists.
4. A person may occupy a position of lecturer in the Academy who possesses a Master's degree or equivalent qualification.
5. The assistant post in the Academy may hold persons who have a degree in a relevant profession or graduated from the aspirantura and the clinical Ordinatura in Medical universities.
6. The position of Docent of the Academy can hold persons who have a scientific degree in corresponding profession and at least 4 years of pedagogical experiences from the university.
7. Academy professor's office can hold individuals who as a rule have a doctoral degree and in higher educations at least 9 years of teaching experience, of which not less than 5 years of docent's grade.

8. Attached to the established Academy teaching-staff grades, there are also operating the special types of grades /at the official account of rates/.

- A consultant professor /docent/invited from RA or foreign universities and research-industrial organizations and in Academy corresponding grade, partial or full time temporarily registered specialist. The main tasks of this grade are to conduct special courses and methodological seminars, to put in new educational programs and technologies, teaching methods and management tools.
- Academy combining professor, associate professor /docent/, assistant professor or from other universities as well as research and scientific-industrial organizations with corresponding grade and temporarily formulated specialist up to 0,5 rate, who complements teaching-staff vacant posts.
- Assistant is intended to conduct joint workshops with professor, docent or assistant for the administration of term papers.

9. The Academy's Scientific Council may establish and award Grant title to honored professors for their most obviously scientific-pedagogical contribution and exclusive services for Academy.

Honorary Academic rank may be granted as to the Academy professor as well as the Armenian and foreign scientists who are connected with the Academy with their activities.

10. The Academy lecturers who are at the same time administrative workers can maintain their rate up to 0,5 and remain their lecturer positions and in the same rate take part in the process of lecturers' positions setting according to established requirements due to the Government of the RA, the 16th of February, 2016. N183-N decision about „the definition of requirements presenting to the teaching-staff of Rescue Service educational institution,,.

11. The professorial grade can be maintained for the persons who are involved in the Academy's professorial structure from other universities.

12. The grades for Rescue Service teaching-staff are established due to: the Government of the RA, 16th of February, 2016. N183-N decision about „the requirements defining for Teaching staff of Rescue Service educational institution,,.

3. TEACHING-STAFF/PROFESSOR POST APPOINTMENT AND PROMOTION STANDARDS

The respective positions of professor, associate professor, assistant professor can aspire those rescue officers, whose academic activities are in line with the requirements submitted by the Media Academy, which is certified by the Government of the Republic of Armenia in 2006, February the 16th, about «Defining the requirements for teaching staff of educational institutions of Armenia's Rescue Service» on decision N 183-N.

13. The standards of faculty civil staff's position occupancy and promoting in the field of scientific and educational activities are:

- Applicant for qualification level, (academic) scientific degree and academic title.
- Experience in teaching.
- educational, research, methodological-organizing forms of activities and quantitative indexes (as defined by the Academy)
- Lecturer's quality work assessment by the student.

14. According to the teaching grades are defined the following indicators on education, research and methodical-organizing activities.

14.1. *For Professor:*

- Conducts lectures / mostly in Master's program/
- Scientific-Methodological workshops, master's thesis management.
- The establishment and organization of new professions and courses anticipated with master's program.
- After the protection of thesis /assistant, doctoral/ the publishing of scientific and scientific frequency works, especially scientific monographs and manuals.
- Presentations in national and international conferences.
- The foundation and management of scientific research project, group and laboratory in the faculty.
- Participation in Academy and foreign scientific-organizational, scientific-methodical, experimental, as well as in the works of councils of science degrees granting committees, national and international scientific-pedagogical and technical unions, partnerships and others.
- The sufficient recognition of the results in the given field of science in Republic and abroad.

14.2. For docent:

- The conduction of lectures and situational games /mostly in Bachelor's educational program, as well as Master's program/.
- Methodological workshops.
- The management of the student Bachelor's degree project syllabus final works, Master's degree thesis educational program thesis.
- The publication of scientific and educational-methodical works after defending the doctoral thesis.
- The organization and realization of research work.
- Presentations in national and international conferences.
- The participation in the program, methodical and constant commission councils and in the works of scientific grades granting persons, analytical and advisory commission groups.

14.3. For Assistant:

- The conduction of lectures, situational games, practical studies /bachelor's degree program/
- Students' regular consultations
- Bachelor's degree program final works regulation
- Participation in educational-methodical and research activities of educational department.

14.4. For Lecturer and Assistant:

- Holding practical studies and educational workshop.
- Teaching general subjects.
- Headed paper of professional disciplines.
- Leading of professional and educational practice.

4. PROFESSOR FORMATION PROCEDURE

15. The Academy Rescue Service teaching-staff age limits are regulated by the law of RA about «Rescue Service».

16. The Academy civil teaching staff's governing age limits are regulated by the RA labor legislation.

17. The faculty of the Academy is completed to the following succession;

15.1 vacant position placement procedure which may arise in faculties:

- annual academic workload guaranteed on stable growth ,
- Some of teaching staff or certain categories of persons reaching retirement age limits and dismissal.
- Some persons of early termination of scientific-pedagogical activity because of their health or other reasons.
- In case of not renewing it after the expiry of the contract period.

Can aspire to the corresponding positions:

- a) professor, associate professor , professor and associate professor holders, whose academic activities corresponds to this 13.1 and 13.2 articles regulation,
- b) an assistant professor, accordingly of this regulation 4,13.3 and 5,13.4 articles' requirements satisfying persons,

15.2 positions are raised, which is carried out in the applicant's outstanding success in the field of scientific- pedagogical activity and qualitative progress of cases /awarding degree of scientific, academic standard, academic and curriculum development, publishing of textbooks, training and methodological materials, carrying out research activities, participation in national and international scientific-pedagogical unions, associations and other bodies work /.

15.3. In exceptional cases, the designation can apply for positions in the respective positions.

a) professor's grade:

- the persons who had realized long, effective scientific-educational activities in Academy and who have a scientific degree of candidate and associate professors and their academic activities corresponds to the professor qualitative standards,
- without limitation of Pedagogical experience, for the main work invited to Academy leading specialists who have a doctoral degree and the rank of associate professor and professor of qualitative criteria,
- requirements satisfying persons due to this regulation, article N8
- Professors /partial or full time/ who passed officiate age limits for obvious pedagogical contribution and for Academy exclusive services,

b) The grade of docent

- Academy long-term, effective scientific-educational activities implementing senior lecturers who don't have category degree but scientific-pedagogical activity corresponds to an associate professor of qualitative criteria,
- Without pedagogical seniority limitation, for main job invited Academy leading

specialists who have scientific degree and scientific-pedagogical activities corresponds to docent's presenting qualitative standards,

- Requirements satisfying persons of this Regulation, Article N8
- Docents /partial or full time/who passed officiating age limits for Academy exclusive services and scientific- pedagogical evident contribution.

c) the grade of assistant

- Requirements satisfying persons of this Regulation, Article N8

15.4. To occupy the corresponding positions of special teaching grade can claim:

- Consultant professor/docent/ and combining professor/associate professor, assistant, lecturer/ RA and foreign Universities' research scientific-industrial organizations, the persons who have the same scientific title and occupy the lecturer's grade.
- Assistant, undergraduates, graduate students,

15.5. Positions contracts restructuring order:

Contract expires 4 months ago according to 13.1-13.4 articles of this Regulation, the respective positions of the person's occupying the same positions in the restructuring agreements process is carried out in accordance with the position set out in the contract provided for the adoption of the report and for works occupying the position of Chair.

18. Competition-contract method of the Academy teaching-staff formation is realized by the following sequence:

a) vacancies (Article No. 17.1), promoting the positions /Article N17.2/ and in exceptional cases post appointment /Article N17.5 / cases, the debates, the candidates of a competition was held, with the last competition Candidates shall be concluded and they are prescribed, respective positions.

b/ in cases of teaching special grade occupation (Article No. 15.4) and contract positions reformulation(Article No. 17.5), in the result of discussion of the contenders for the contract is concluded (without a tender) and they are prescribed in respective positions.

17. Are defined the following terms of professors stamped contracts:

17.1. professor and associate professor, for the first time up to 3, and then up to 5 years (in the same position previously occupied by persons of up to 5 years);

17.2. Assistant: for the first time 1, second time - up to 3, and then up to 5 years (in the same position previously occupied persons under 5 years)

17.3. Lecturer: for the first time 1 and then up to 3 years (in the same position previously occupied persons

/up to 3 years/

- 17.4 Persons who preserved the status of the senior lecturer- up to 3 years,
- 17.5. Professors and docents age limits in office - up to 2 years,
- 17.6. The persons occupying teaching-staff special grades occupying and in cases of renewed position contracts, in the result of candidates discussion is stamped a contract (without a tender) and they are prescribed in the relevant positions.
18. In the present regulation, in Article 17.1. pointed cases referred to candidates for positions and without a tender contracts can be renewed at the discretion of the rector and decreed a term of up to 1 year (availability of free time in faculty).
19. The rector in professor (senior lecturer) position and teaching-staff candidates special grades appointment, sign and decreed right can transmit to Academy Vice-rector contract with them.
20. In the process of professor's formation, position Candidates presented documents list, the submission period, candidates proceeding, competitions, stamping contracts and post decree defined in accordance with procedures.
21. At the same Academy professor passing to new grade is not allowed a deduction of wages compared with the previous.
22. The person appointed to a position, job order granted before the beginning of the academic semesters, the 1st of September and the 1st of February.
23. In a period of entering into a contract with the teaching staff, as a rule, 1 to 3 times is held training and pedagogical activities quality assessment anonymous sociological research by students, the content request Leaflet and performance assessment criteria defined by corresponding order.
24. For various reasons, there post-position elimination (reduction of educational load, faculty, department dissolves, etc.), as well as not renewed contract cases, to the teaching-staff position occupying person, for at least 2 months before the term of the contract shall be given correspondence written notification.

5. RIGHTS AND OBLICATIONS OF TEACHING STAFF

1. For teaching-staff, doing Educational-methodological and Scientific-research works are defined to the following positions: professor, associate professor, lecturer.
2. As a rule, teaching-staff composed of professors of R/A universities, experts from the departments of the Ministry of Emergency Situations, researchers of the branch institutes of the National Academy of Sciences. In certain cases, graduates may be adopted

in accordance with the teaching professions.

3. The head of the department and lecturer positions' occupancy is done by choice, 1year term, approved an agreement concluded between them and the rector.

4. After the expiration of the tender or contract the lecturer position becomes vacant.

5. Staff professors' exemption for reduced amount of work can be done before the deadline specified in the contract.

6. Professors may terminate the employment contract by giving 1 month prior notice to the Rector.

7. The lecturers' scientific educational overloading are reflecting all their done activities with the students /lectures and practical workshops, educational, industrial, scientific, pedagogical practices, headed paper, review and support, consultancy, overview lectures, tests, current and final exams.

8. Changing hours of work done by the staff is made and based on the following table.

Table 1

Lecturers' done work due to hours

<i>N.</i>	<i>Job type</i>	<i>Taught Unit</i>	<i>Corr. hour to 1 unit</i>
1.	Lecture /45minutes/	1 course	1 hour
2.	Practical/seminar/course /45 minutes/	1academ.group /25-30 students/	1 hour
3.	Teaching-productive practice /1 day/	1 academy group	3 hours
4.	Pre-diploma practice /1 day/	1 academy group	3 hours
5.	Term-paper head	1 student	2 hours
6.	Graduation Work management /bachelor's program/	1 student	18 hours
7.	Graduation Work management /Master's program/	1 student	38 hours
8.	Completion of the work headed	1 student	2 hours
9.	Consultation /preliminary/	1academ.group	2 hours
10.	Test	1 student	0,3 hours
11.	Current exam	1 student	0,5 hours
12.	Final exam	1 student	0,5 hour
13.	Final work graduation	1 student	0,5 hour

9. Lecturers have the following rights:

9.1. Elect and be elected in Scientific Council.

9.2. Participate Academy (faculty) consideration of educational, methodological, creative scientific, productive, social-economic activities and other important issues.

9.3. Recommendations to the new academic courses studying, for the purpose of making changes in plans and programs depending on specialty and technology demands, national characters, place of residence.

9.4. Select and apply in accordance to their profession, abilities and tendencies, assuring high quality new teaching of advanced forms and methods of teaching, if they have been approved by the Chair and Department of Scientific Council.

9.5 Interaction academic, republican, national and international competitions and conferences.

9.6. Take advantage of the Academy's auditorium, classrooms, libraries, and other services of subdivisions.

10. Academy lecturers must:

10.1. Develop and submit for approval the plans and curricula demands according to educational studies calendar plans, strictly follow their doing.

10.2. Having lectures and practical studies take into account the corresponding production requirements of the relevant field.

10.3. To have academic high level educational- methodological work.

10.4. To enhance their professional and pedagogical level improve theoretical and practical knowledge.

10.5. Examine and apply republic and foreign countries of the same nature professions, organizing advanced forms and methods of educational process to ensure high educational efficiency.

10.6. In time to learn new professional literature, methodical instructions and missions, adapt and practice them.

10.7. Implement educational content and methods to improve teaching contributing scientific-research and methodical nature investigations, creating teaching subject reflecting textbooks, monographs, educational-methodological text-books, scientific-methodological articles, display materials, perform professional literature translation.

10.8 To manage students' independent work, to develop their initiative and creative abilities.

10.9. To strengthen students AID, conform and duplicate lecture texts.

10.10. Respect students' personal dignity, solicitude to their spiritual and physical development.

10.11. Undergraduates will inject proudness of being R/A citizen, devotion to rescue operations, national dignity and sense of patriotism, to organize meetings with the R/A Academy of Science, National Economy and Culture, MES of Armenia famous figures and soldiers.

10.12. Save company rules internal discipline, timely and accurately perform chiefs' orders, instructions, commands and contractual responsibilities.

10.13. According to Deans' drawn up plans, to meet the demands of all types of educational process.

10.14. Impartial approach to assessing learners knowledge, avoid unnecessary strictness and biased approach.

10.15. In assessing students' knowledge to take into account their autonomy, creative abilities, interpret non-standard approach to issues, raise separate discussion questions and to prove their abilities.

10.16. To present to the Chair, Dean and to the department educational-methodical and conduct scientific-research working plans (calendar, alumni), defined terms to present accounting about their fulfilment.

II. POLICIES AND PROCEDURES OF TEACHING STAFF RECRUITMENT, SELECTION AND PROFESSIONAL DEVELOPMENT

1. POLICY OF TEACHING STAFF FORMATION

The defense sphere of the population in emergency situations makes a rapid development in all countries of the world as well as in the Republic of Armenia. In a result of development, the large speed of changes are carried in technical, technical rescue resources, population protection technologies management mechanisms etc. Such changes cause new demands on the educational market, which applies to both internal and external markets, as the salvation of the people knows no borders, ethnicity, religion, etc.

In recent years, Armenia's educational market underlined form manifests new trends that are fundamentally changing the state of the market, giving new competitive environment components. As a result, the State Academy of Crisis Management (the Academy) provides consistent activities to new educational demands of the market for confronting the competition. These responsibilities are necessary to consider for teaching-staff's composition (hereinafter referred to as PDK) and selection, as well as for the quality rising organization and feedback assurance of these processes.

Academy policy formation PDK and procedures rely on the R/A Labor Code, «About Education» «On Higher and Postgraduate professional Education», The laws of the country and the government of Armenian Republic, on the decision of about «Armenian software service educational regulation-book establishment in the Educational Institution. Academy teaching-staff consists of two subsystems: -rescue service and -civilian staff.

The requirements defined for rescue service employees about «The Rescue Service» in accordance to the requirements of the law and order established by the RA Government, decision of about «RA Rescue Service teaching-staffs' presented demands definition of educational institution» and by decision of «Establishment of Armenia Rescue Service educational regulation book in educational institution».

Academy has a number of categories, regulations and procedures, which aim to contribute to professional qualified teaching and secondary-educational staff selection and professional development. Part of this process is the «Crisis Management State Academy teaching staff's regulation» which sets out the procedure for the formation of professors, senior promotion criteria, terms and conditions of competition selection and post appointment.

The adoption of professors for a work in Academy, conducted by contractual basis,

which preceded by the election of a candidate in an open competition (except in case of the vacant position in the Chair, up to 1 year term restored, decreed by Rector, occupying pedagogical special grades or cases of formation of the new posts of chair). The priority goal of competitive selection is the Academy PDK basic formation.

The Academy can invite simultaneously working additional staff for implementing the educational program, position amount is 10-20%, (0.25 and/ or rate of 0.5, the teachers paid by the hour), who decreed by rector up to one year.

In Academy to transfer to another job, change the essential working conditions and labor contract solution is made in accordance with the provisions of the RA Labor Code and in case of breaking Academy internal disciplinary rules.

The Academy teaching-staff includes the following positions: dean, head of department, professors, associate professors, assistant professors and lecturers.

The following definitions are demanded from professors:

Faculty position / lecturer/ may hold persons who are qualified specialists or have a Master's degree.

Office assistant can hold the people who have the appropriate specialty with academic degree or completed the postgraduate studies (passed the qualifying exams, or accumulate in research educational program 175 credits, have scientific works published) .

Associate lecturer /docent/ position can hold persons who have the appropriate specialty with Sciences nominee or doctorate academic degree and associate professors academic degree, have at least 5 scientific papers published, of which 3 were reviewed in journals, are co- authors (or authors) of the textbook or manual, have at least 5 years of experience in the academic degree -granting academic institutions, and non- degree, but in case of academic rank of Associate Professor have at least 20 years of scientific and pedagogical experience in academic degree -granting institutions.

Professor's office can occupy those who have the appropriate degree of candidate or doctor of science degree or scientific title of a professor, have at least 20 scientific papers published, of which at least 9 in peer-reviewed journals, co-author (or authors) of the textbook or manual, or monograph, the candidates will have at least 30 years of academic titles, and if have any degree of Doctor of science have at least 5 year experience of scientific-pedagogical in academic titles awarding institutions.

Office chair can hold those who have a degree and a PhD in professor or associate professors and PhD degree and candidate of professor or associate professor title, have at least 5 years of experience in the academic degree-granting academic institutions. The

requirements of the pretender for Head of the office chair are defined by «The selection procedure of the State Academy of Crisis Management Chair head».

Dean's office could hold those who have a degree, and a professor or associate professors and candidates of sciences degree and a Ph.D. professor or associate professor. The candidate's presented requirements for dean-position are defined by dean choice regulation.

Teaching-staff faculty tenure and age limits are regulated by RA working legislation and Academy regulation. Only after the expiry of 70 years the scientific-pedagogical and teaching staff is given the right for teaching by the decision of the academic Council, taking into account the person's professional and personal capacities.

In exceptional cases the Rector shall be entitled to one year continuously up to 3 years as a lecturer, assistant professor, professor, head of department or the order positions above requirements corresponding of those who have substantial experience, distinguished scientist and educator to enjoy respect for the staff.

The faculty positions are defined the educational, research and the following spheres of methodical-organizational activities.

Professor is for conducting lectures, scientific-methodological workshops, management of applicants thesis, postgraduate students and aspirants, the foundation and organization of master's training curriculum, the establishment and management of the chair research project, group and the laboratory, organize and implement research activities, participation in software, methodical and permanent committees, councils, advisory committees works.

Associate professor is for conducting lectures, practical (seminar) lessons, laboratory classes, scientific-methodological seminars, Master's, PhD students supervised thesis, chair research program, group and laboratory foundation and instruction conducting research works, participation in affairs of state programs, methodical and constant councils, advisory committees.

Assistant is for conducting lectures, practical and laboratory classes, students' regular consultations, supervised master's thesis, students supervised graduate work and practice, participation in educational- methodical and research activities of the academic unit.

Lecturer is for holding practical and laboratory lessons, educational seminars and management of practice. The Academy is also acted necessary educational-auxiliary staff (Methodists of department and laboratories, junior Methodists, administrative staff, secretaries, specialists, etc.). Auxiliary staff is selected according to the application, taking

into account the basic education, the person's profession competence, abilities, skills, seniority and experience.

To ensure the high rate during the performance of duties and for the proper performance of obtained assignments the following incentives can be applied to employees: declaration of gratitude, monetary rewards and etc.

In Academy designed PTS positions deputizing and promoting standards give a chance to ensure the effectiveness of the policies for hiring and dismissal of staff. The criteria are: the level of qualification, the scientific degree and academic title, academic, research, methodological and organizational forms of activities and published scientific works, evaluating the quality of professors' work by students, class auditions.

Academy PTS Quality Assurance policy tool includes surveys about lecturers among students, which are implemented at the end of each academic year, professors pedagogical and scientific-research skills and abilities by evaluation questionnaires. The results of questionnaires are summarized and discussed by the relevant chair sessions, where are revealed the reasons of low assessment and outlines the ways to eliminate them. The results are stored in the database of the Department of Personnel Management.

2. PROCEDURE OF SCIENCE PEDAGOGICAL AND TEACHING STAFF FORMATION

Academy faculty formation is implemented as follows:

- a) Vacancies placement,
- b) Promoting positions,
- c) In exceptional cases position appointment.

The professor placement of vacancies by recruitment in chair raises:

- guaranteed annual academic workload sustainable growth,
- scientific-pedagogical and teaching-staff's some persons' getting to retirement (retirement) age border and the employment contract will be resolved,
- individual persons' health status or for other reasons premature stop of scientific pedagogical activities,
- after the contract period expiry in re-stamp cases.

Positions by promoting order of the Academy teaching-staff formation implemented in the sphere of applicant's position successful activities and qualitative progress if any (scientific degree or scientific degree, academic standard development, training and

curricula; text-books, manuals and publishing of educational-methodological materials, research activities and participation in national and international scientific-educational unions, associations and other bodies work, international scientific programs or qualifications for promotion jobs).

Exceptionally teaching-staff can be formed by appointment procedure.

For various reasons, the positions abolishment cases (significant reduction in training load, faculty, Chair liquidation, the cases of work size and work organizational conditions' as well as in other cases arranged with necessity)the employee has a right to suggest a working contract in changed conditions. The amended conditions of work doing, in case of employer's disagreement the employee may terminate the employment contract of the person holding the position of PTS employment contract, keeping the established procedure for termination.

Academy teachers paid by the hour, as well as rate of 0,25 or 0,5 for second jobs working contracts are concluded without a tender declaration and holding, only in case of the candidate-compliance instances. The applicant must satisfy the requirements of the educational program of the profession.

Academy is defined teaching-staff deputizing method of selection of positions. Pedagogical, professorial composition of vacant post-position tender is issued twice a year in national newspaper, the internet site of the Academy (mes.am), as well as the websites of the labor market (www.careercenter.am, www.job.am and etc.). It provides the PTS recruitment and selection procedure transparency. The statement says the tender conditions, the requirements and the deadline for submission of applications within 30 days after the publication of the statement.

Post-position candidates (the challenger) in the statement of the declared date specified to the Personnel Department of the Academy:

- a) a request to the Rector,
- b) individual personnel records sheet,
- c) scientific degree and scientific title, verifying the documents and copies.
- d) the list of published scientific and methodological works
- e) qualification promotion of the profession or training of certificates and copies,
- f) Excerpt from the work,
- g) brief curriculum vitae

Academy pedagogical, PTS positions setting mechanism is defined in «The Crisis Management Academy teaching-staff formation of regulation». In the result of Competition

in PTS positions elected persons the labor contract dates are as follows:

- a) professor, associate professor, assistant for 5 years,
- b) The lecturer in 3 years.

Academy selection commission is created in order to rise the efficiency of scientific-pedagogical and PTS election.

The Commission's main task is to check the correspondence of media placement and post-qualification requirements', professor and associate professor titles pretenders' nomination aptitude test.

This committee organizes the selection process for positions of Dean, Chair head, the selection process for positions of professor and associate professor, and the assistant professor's position and selection of activities organizes the tender committee under the Council of the Faculty. The commission activity is regulated by the faculty Statute.

The tender commission is formed by the Academy's Scientific Council and approved by the rector's order.

The Academy tender committee can elect members of the scientific committee of the Academy, subdivisions' workers, the leading and highly qualified specialists of teaching staff.

Faculty tender commission formed by faculty Council decision and approved by Rector's Decree.

The member of the Commission does not participate in election of issue in case of scientific staff or to obtain a title contender.

The competition committee for consideration pretenders' personal file should contain the following documents:

- a) application named rector of the Academy,
- b) individual personnel record sheet,
- c) autobiography and self-defined format,
- d) higher education diploma and a copy of his application,
- e) diplomas and scientific degrees, academic titles and their copies,
- f) extract from the minutes of that meeting that the applicant's candidature,
- g) the five-year business plan /if department chair candidate/,
- h) department chair position reporting /activity again to claim the case of the five-year/,
- i) reporting period for individuals aspiring to re-scope report /persons seeking the vacant position again/,

j) copy of confirming the accounting period of professional training and research programs identifying document,

Academy Rector /Dean/ are entitled to represent to Academy Council /Faculty Council/ a compliance role of teaching-staff member on the basis of relevant documents received from the Chair. If the Council by secret ballot approves the non-correspondence of professors, associate professors, assistant professors and lecturers to their occupied positions, then the Rector governed by a Council decision ahead of time liquidated the latter's job contract leading by legislation R/A in defined order.

For promoting scientific qualification, in Academy is defined teaching-staff's lamination of the salary depending on position.

Faculty selection is made based on the sum of the following standard units.

1. Degree,
2. Scientific degree,
3. The scientific and pedagogical experience,
4. Scientific articles published in the last 5 years, including foreign Ottoman periodicals,
5. The books published in the last 5 years, educational and educational-methodological manuals (including co-authority),
6. Monographs published in the last 5 years (including co-authority),
7. The qualification certificates and scientific research in RA and other countries.
8. Participation in international conferences,
9. Requests about the position applicant in Academy (if working in the Academy).

Table 2

PTS Selection Criteria and given units due to their positions

N	Selection Criteria	Lecturer	Assistant	Docent	Professor
1.	Scientific degrees		0 or 0,5	0 or 3 or 5	0 or 3 or 5
2.	Academic titles		0-5	0 or 3 or 5	0 or 3 Or 5
3.	The scientific and pedagogical experience	1-5	1-5	1-5	1-5
4.	Scientific works published in the last 5 years, including in foreign periodicals	1-5	1-5	1-5	1-5
5.	Over the last 5 years, published textbooks, educational manuals	-	1-10	1-10	1-10

6.	Monographs standard published in the last 5 years	-	1-5	1-5	1-5
7.	The certification for qualification and research work development in RA and abroad.	1-5	1-5	1-5	1-5
8.	Participation in conferences in other countries	1-5	1-5	1-5	1-5
9.	Academy position requests (for Academy lecturers)	1-5	1-5	1-5	1-5

1. In the case of presence of scientific degrees and academic titles the candidate receives a maximum of 5 points, in the absence of 0 points.
2. The scientific and pedagogical experience is valued as follows:
 - 1-5 years (1 point)
 - 6-10 years - 2 points,
 - 11-20 years 3 points,
 - 21-30 years - 4 points,
 - 31-40 years 5 points.
3. Scientific works published in the last 5 years, including in foreign periodicals the standard is estimated as follows: up to 5 scientific articles (1 point)
 - 6 - 10 scientific articles by 2 points,
 - 11-15 scientific articles by 3 points,
 - 16-20 scientific articles by 4 points,
 - More than 21 scientific articles by 5 points.
4. Over the last 5 years, published textbooks, educational manuals standard is estimated as follows:
 - a textbook, educational and methodological manual, 2 points,
 - two textbooks, educational and methodical manual, 4 points,
 - three textbooks, educational and methodical manual, 6 points,
 - four textbooks, educational and methodical manual, 8 points,
 - five or more textbooks, educational and educational- methodological manual 10 points.
5. monographs standard published in the last 5 years is estimated as follows:
 - a monograph, 1 point,
 - two monograph, 2 points,

- three monograph, 3 points,
- four monograph, 4 points,
- five monograph and more than 5 points.

6. The criteria for qualification and certification of research and development abroad is estimated to be as follows: each certificate is given 1 point. The maximum scale is 5 points.

7. Participation in other countries and the standard of international conference estimated as follows: each of the participation is estimated one point, and in case of 5 or more is estimated 5point.

The surveys are conducted in a horizontal and vertical alignment. Horizontal surveys are conducted among at least five professors from that chair and other chairs in which curriculum grade the candidate has completed the course. Chairs are responsible for Horizontal surveys and administrators are responsible for the implementation of the chair. The vertical surveys are conducted among higher officials' grade (Head of Department, Dean, Vice-rector of educational-methodological works).

The surveys are conducted by evaluation questionnaires of pretender professor's scientific pedagogical skills and abilities.

This position in case of applying the Academy professor and inactive lecturer at the same time is calculated by evaluating the first 8 points. When receiving an equal score the pretenders' advantage is given to the Academy professor for the position, whose survey results are 3.5 or more of points.

The winner of the contest for the position is the candidate who receives the higher score.

The person placing for the first time the position is undergoing a trial period (up to 3 months).

For PTS formation as well as for assessing the effectiveness of continuous process of update is important feedback assurance. That is, the Academy has PTS quality, competence and continuous research and assessment of continuous update and monitoring tools.

PTS-corresponding recruitment and selection effective process can be described by the following criteria:

PTS turnover ratio over the past five years:

- that year students' grade surveys on the quality of PTS,
- PTS scientific articles number in peer-reviewed journals (last five years),
- PTS participation in international conferences and publishing articles, (for the last five years),

- Student participation in the Academy republican and international conferences,
- PTS inverse relation between the collection and selection of update processes assessed through standards.

1. Lecturers' turnover ratio in that year:

10% or more 1 point (8, 9)% - 2 points (6, 7)% - 3 points (4, 5)% - 4 points (1 - 3)% - 5 points.

2. This year in students section about PTS quality the survey result was average share of low quality professors with PDK in the unit 3:

21% and more- 1point
 16-20% - 2 points
 11 - 15%- 3 points, 6 -10% - 4points, 0-5% - 5 points.

3. Over the past five years the number of scientific articles published in peer-reviewed journals PTS-200 units – 1point, (201 - 300) units- 2 point, (301 - 400) units- 3 point, (401 - 500) units- 4 point, 501 units and more - 5 points.

4. Taking part in international conferences over the past five years and has published articles in PTS- the corresponding density:

up to 10%- 1 point, (11 - 15) %- 2 points, (16-20)%-3points, (21-25)%-4points, 25% and more – 5points.

5. The participation of students of the Academy republic and international conferences.

Each of the 10 participations in Republican Conference is 1 point. 50 and more participation of conferences are 5 points. 1 International conference participations are 2 points. 3 and more participation in international conferences are 5 points.

The above mentioned rates are subjected to analysis each year, the results of which are summarized in a PTS monitoring formation process report. Monitoring accounts may be formed by the Academy corresponding subdivisions where thoroughly analyzed above mentioned each parameter change, clearly indicating the substantial growth or decline basic reasons.

PTS-forming processes efficiency is appreciated by the help of the following scale:

Table 3.***PTS-scale evaluation of the effectiveness of corresponding formation***

<i>The Sum of the backward contact scores of ensuring rating standards</i>	<i>Evaluation of the effectiveness</i>
Up to 5	insufficient
6-10	low
11-15	average
16-20	good
21-25	high

3. ACADEMY TEACHING-STAFF 'S PROFESSIONAL DEVELOPMENT POLICY

RA competitive conditions in the educational market, accumulated in higher educational system and currently expanding international experience and research, including currently growth of economical direction of information, renewal and increase of the nomenclature of the courses taught at the Academy, put a number of important issues in front of the Academy. The most keys of them are:

- Academy teaching new level advantages which maximizing will correspond to modern work-market requirements, as well as to modified and updated version of the RA legal and educational-methodical normative base.
- The increase of foundation in Education and non-traditional (innovative) methods, the optimal combination of methods and means of increasing the intensity of educational process,
- Inserting modern information technology in general educational technologies.
- The Academy above mentioned problems solving the main way is to raise the qualification and training of the teaching staff.

The training objectives are: professor quality regular raise, professors' new generation formation, ensuring the level of the teaching staff s' professional potential, which will correspond the requirements of the educational program and satisfy RA, as well as the increasing demands of the international education market.

According to «About Higher and Postgraduate Professional Education» Law, Article 19, 6.5 paragraph, university professors no less than per 5 years once, by established order undergo qualification or skill development.

The Professors basic qualification instructors are the following:

1. National and International experience research of Professors Training and qualification raise and application in Academy
2. Professors update Program development according to directions,
3. The development of training courses,
4. Improvement of teaching methodology,
5. Modernization of Academy information and methodological base training center and the professors' provision of necessary information.

Types of qualification of the Academy:

1.General qualification, which can be applied to scientific-research methods, including methods and models of economic-mathematician, scientific concrete themes, professional knowledge of foreign language in sufficient level , new teaching method, including acquire of modern educational technology, the acquisition of computer skills, working with the internet, through which research its global economy-literature skills.

2.Vocational training that can be applied to professional and specialty courses more in deep and complete research, theoretical problems of modern science, as well as socio-economic motives problems research,, business games and situational problems comprehensive study. This type of qualification is implemented by means of organizing thematic and problematic lectures, seminars and laboratory classes. Training courses include the newest theories of science, must have a practical direction.

III. HONOR OF TEACHING STAFF OF THE CRISIS MANAGEMENT ACADEMY

1. GENERAL PROVISIONS

State Academy of Crisis Management (the Academy) receives this honor, is guided by RA legislation and realizing its mission of higher education, the establishment and further development.

The provisions set forth in Code of Honor are compulsory for each lecturer of the Academy.

Academy instructor may be any person who works at the MES system, accept the Academy's mission and goals, responsible for the implementation and match Academy procedure defined requirements, which is confirmed by RA Government 2006, on the 16th of February N 183-N decision About defining the requirements for teaching staff of educational institution Armenia's Rescue

Science teaching staff of the Academy is shaped by the authorized body of science and education state management in defined order. The basis of work engagement is the professional qualifications, abilities and skills.

Academy Pedagogical staff have to organize their professional activity, freedom of academic research, research topics to choose and develop, freedom of the state educational standards of training content and curriculum of free decision, the material composing, providing high quality process that meets their individual peculiarities, teaching methods and means of free choice, access to scientific, pedagogical activities combined.

Academy teaching-staff is a full member of the Academy and has the respective rights and obligations deriving from it.

The lecturer is responsible for his regular educational process implementation, lectures and situational games, practical and laboratory trainings, student's vocational education, holding private consultations, worldview formation and ensuring the overall development.

The lecturers must constantly upgrade their professional qualifications, theoretical knowledge and practical skills to carry out research activities and contribute to deepening the understanding of the Academy interest and collective responsibility, preservation and continuation of keeping the best traditions of the Academy and the formation of democratic traditions of culture.

Lecturer duty of educated, moral norms of behavior and personal example to show the students the need to preserve the rules of work and educational discipline, the respect for work-staff, to be demanding of oneself, of his words and actions, openly admit its mistakes and conscientiously correct them.

Lecturer is obliged to be fair and impartial, disciplined in his working relationships and official duties. He is responsible for his actions and words, holds high the honor and dignity of the Academy. The lecturer shall be impartial in testing and evaluation of students academic senior-union matters, excluding any kind of outside interference, preventing all possible dangers of corruption.

Lecturers exclude all forms of academic dishonesty and try to prevent them during their activities.

2. FINAL PROVISIONS

Code of Honor professors of the State Academy of Crisis Management moral norms, obligations and behavior is the main document regulating the fair.

The Academy is authorized to monitor the implementation of the principles of the code of honor of the professor, to observe and strengthen the Academy as an integral part of the name and good reputation of higher education in the educational system.

Code of Honor as an application form attached to the contract of lecturer for mandatory notification.

IV. PROCEDURE OF PERIODIC REVIEW AND CURRENT MONITORING OF EDUCATIONAL PROGRAMS (CURRICULA)

1. INTRODUCTION

1. Crisis Management State Academy /Academy/ in organizing the Educational processes and implementing educational services guided in accordance to the requirements of quality education, public and the labor market, providing quality education as well as knowledgeable, erudite and high qualified specialists. The most important element of the Academy mission is the production of high-quality specialists endowed with deep knowledge and have practical skills and competencies.

2. Academy's core mission is to introduce current monitoring and periodic review procedures of Bachelor and Master Curricula and they must be combined with a coordinated long-term strategy planning and activities.

3. The procedure determines the purpose and objectives of current monitoring and periodic review, basic requirements settled to the processes, current procedures, the main players and relevant schedules.

4. The Procedures of current monitoring and periodic review of curricula are basic mechanisms of internal quality assurance and continuous improvement. The main purpose of periodic review is the assurance of quality and the efficiency of educational program. The efficient and high quality programs of Academy will provide competent, comprehensive developed specialists production for subdivisions of MES of Armenia in line with international standards, at the same time with labor market by periodic cooperation will reveal new vocational directions and develop progressive educational programs.

5. Regular (periodic) monitoring of Educational Projects is a process of assurance of academy quality, which aims at evaluating the quality of programs and the compliance with established project goals and requirements of the educational standard. Outcomes of monitoring are formation and implementation of a plan of action addressed to the quality improvement.

The goals and objectives of the review of the implementation - defined the course focuses on the following cycle.

- 1) The draft self-assessment processes, define the schedule.
- 2) Self-evaluation.
- 3) Develop actions' program based on self-assessment results.
- 4) Self-assessment and action plan discussion results with the Academy's director and

coordinator of the authorities.

- 5) Implementation of the Program of Action.
- 6) Project implementation result.
- 7) Further improvement.
- 8) An external assessment.

The key beneficiary of this procedure is the Academy, Academy teaching staff, the students and potential students.

Under this procedure are used the following terms:

Monitoring of Educational program. Education Monitoring Project (monitoring) provides for periodical research of educational program of the respective facts and obtained information through feedback.

Educational Program review. Review of its educational program implies the periodical revision of all the constituent parts.

2.OBJECTIVES AND GOALS OF MONITORING AND REVUE OF EDUCATIONAL PROGRAM

6. Monitoring issues are:

- To support the improvement of educational program's standards and the quality of educational processes.
- To ensure the actuality of vocational education programs under the conditions of rapid changes and rapid development of knowledge.
- To ensure the standards of teaching and learning academic criteria and processes directed to approve and observe the quality.
- To evaluate the level of results achieved by students' learning outcomes.
- To predict possible requirements of educational programs.
- To ensure educational program compliance to current and potential students and employers.
- To ensure the availability of appropriate programs and activities for the aim of disseminating the best practice and correcting shortcomings.

3.APPROACHES

7.Educational program monitoring and review must to:

- Ensure development and improvement.
- Be included in continuous quality assurance processes.
- Encourage team approach in organizational processes.
- Entail all stakeholders of the educational programs in these processes.
- Based on previous experience for further development.
- Investigate all the educational opportunities and relevance of educational programs.
- Processes are to be penetrating and reasonable for escaping overload of the work.
- Promote the creation of quality culture of teaching and learning environment.

4.THE PRINCIPLES

8. Educational monitoring (monitoring) and review should be:

- Be documented and fact-based.
- Implemented within a reasonable period.
- Not to repeat the other processes of monitoring and review.
- Carried out in an atmosphere of mutual support.
- Give an opportunity for all stakeholders to demonstrate critical and analytical approach.
- to be well organized and transparent.
- Apply clear and reasonable criteria.

5. THE PROCESS ORGANIZATION AND FREQUENCY

5.1 Monitoring of Educational Programs

9. Educational programs monitoring (monitoring) is realized by the head of the Chair during the academic year, according to each profession's educational program.

9.1. The Chair's head is responsible for developing a monitoring schedule for each academic year.

9.2. Monitoring (monitoring) is realized by the lesson hearings, conferences and information received from the students and teachers consultations and questionnaires.

9.3. At the end of each academic year, during the department session, the Chair discusses the collected information according with interested persons. During the discussion they are studied their experience on the educational program in the field of competence of each party concerned statistical data, information and high-received feedback, analyze and develop an action plan to improve the educational program. As a result, going to the report, which summarizes the information is analyzed, mark observations or statistical data, achievements, quality implementation of educational programs, content teaching plan and further improvement of teaching and learning processes and methodology, student assessment system, best practice examples (which could also be applicable to other implementing educational programs) and on measures to improve.

9.4. The report issued to the Faculty, the faculty committee to discuss, suggestions and proposed events in purpose of approving the programs.

9.5. Faculty committee after examining the report is preparing a report (1-2 pages) with their suggestions and comments and presented to Dean.

9.6. The dean with department chair, chair quality assurance responsible officer makes a conference with the teaching staff who realize educational programs for implementing the proposals, remarks and events program.

9.7. The account on the implementation of the measures is discussed in the next Chair session, at the end of the next academic year.

5.2. The Review of Educational Programs

9.8. Periodical review of education programs conducted once every 5 years. In some cases educational program can be delayed based on the reviewed professional educational program ruling department chair's justification. The decision on the postponing must be submitted for consideration and approval by the faculty committee.

9.9. Each year reviewed 20 % of the total educational program. The choice of educational programs for review are made on the result of consultation by the head of the relevant faculty dean, department heads, teaching staff and the head of quality assurance center.

9.10. Educational programs review implemented at a faculty committee.

9.11. A month before the start of the review process the head of the Quality Assurance Center sends notifications to begin a process of reviewing the educational programs.

9.12. Before the start of the review process, the quality assurance center arranges consultations with the members of the faculty commission about educational programs review procedures, processes, necessary documentation.

9.13. As a result of consultation, it is developed a review schedule and are set personnel responsible.

9.14. For implementing review of Educational program prepares the account of critical evaluation (Annex 1 to implement), which sums up the previous year annual researches accounts and other documents related to the review of the educational program and is presented to the Faculty commission for investigation.

9.15. Faculty Commission, based on the previous report, organizes discussions with students, sample graduates who have graduated during the last 5 years, the professors and the members of organization of educational process if necessary, may also be invited the employers and external experts of professional sector review.

9.16. On the results of the studies, the faculty commission prepares accounts about the results, proposed project changes of educational programs and the implementation of an action plan.

9.17. The proposed amendments and measures are classified as;

- Substantially. Refer to the suspension of educational program or future viability doubts.
- Advisable. Needs for special attention in order to ensure the quality and the standards of organization of educational process.

- Desired. Generally there are not any backward, however, it is desirable to carry out an upgrade through quality management education removal process.
- Welcome. In the process of education program organization are not found deficiencies and as the best experience, guaranteed to spread to other faculties of Academy.

10. Commission President is passing the attached documents to quality assurance committee of the Scientific Council, to decide.

11. After decision by the Scientific Council of the faculty quality assurance committee attached to the Commission, the president of the faculty commission is organizing a summing conference to discuss the next steps for concluding and implementing the action plan.

12. The next meeting of the Faculty Commission takes place after one year for organizing discussions about made actions.

6. THE FACULTY COMMISSION

13. The faculty commission consists of the dean of reviewed professional education program, the department heads, the responsible persons of quality assurance, two leading lecturers, two members from quality assurance student's council and the head of Quality Assurance Center. The dean of the faculty is the commission president.

14. The faculty committee, if necessary can be made targeted commissions for sphere studying and to invite foreign experts, employers and parents.

15. The Head of Faculty commission is responsible for the commission members proper attendance and implementation of activities.

16. The composition of the Faculty Committee is approved by the Rector of the Academy.

EDUCATIONAL PROGRAMS PERIODIC REVIEW ISSUES FRAME

The report of reviewed educational programs should include, but not be limited to the following range of issues.

1. The correspondence of Educational project with the Academy's strategic objectives and mission:

1.1. Is the educational program meets the objectives and mission of the Academy strategy.

1.2. How does the educational program meet the initiatives of the Academy.

1.3. What measures are taken to avoid from copying programs awarded by the Academy and other educational programs.

1.4. What connection has an educational program with other University educational program.

1.5 How to encourage students' educational program and teaching staff mobility and cooperation.

2. Educational program relevance and correspondence:

2.1. To what extent are the educational program outcomes consistent with the overall of the objectives of program.

2.2. What are the motivations that the given educational program has continuing demand for labor-market.

2.3. What steps are being taken to ensure the educational program of modern information and the experience of professional-science.

2.4. What is the attractiveness of the educational program and what marketing records are being implemented to increase the attractiveness of the educational program.

2.5. How is monitored the public demands to education program.

3. The content of the curriculum and its implementation:

3.1. How is monitored the methodology of teaching and learning curriculum, grading system, to ensure the intended achievement of educational final-results by students.

3.2. How is monitored students assessment system, what are the mechanisms for improvement.

3.3. How to promote the student's academic independence and the fight against plagiarism.

3.4. What events are being taken to the system of evaluation in order to raise awareness of it.

3.5. How is monitored the relevance of teaching and learning methodology and the correspondence with international best practices.

3.6. Does the research is integrated into the educational program and how the research promote to the development of the educational program?

3.7. How well does the methodology of teaching and learning promote the students involvement in studying process and ensure their active participation?

3.8. How is monitored teaching and learning methodology to ensure all students involvement in studying-process?

3.9. How is realizing the professional growth of faculty and quality.

3.10. How is supported the correspondence of educational resources to educational program (library facilities, computer services, consultation and support services, technical support etc.).

3.11. How much is the recruitment of professor accordance with the Academy procedures and policies.

4. Student involvement:

4.1. How effective are the students' admission and preliminary consultation measures.

4.2. How are the students informed about the educational program, outcomes and evaluation system.

4.3. Are the students aware of requirements represented for them.

4.4. What measures are being taken to ensure the student's engagement in effective management of educational program.

4.5. What obstacles encountered the students, in achieving educational outcomes.

4.6. What consulting and technical support services are available to students.

4.7. How to gather students' opinions, comments and recommendations on the implementation of the educational program.

4.8 What mechanisms are there for taking into consideration student opinion.

4.9 What are the main issues raised by the students during the implementation of the educational program and what has been referred to it.

5. Students' progress:

5.1 How are the members of the examination commission informed about anticipated graduation project of educational outcomes:

- for assessment
- to describe different levels of progress

5.3 What are the trends for students' progress and qualification receiving processes, which are the statistical data?

5.4 What measures are being taken to improve the evaluation system, what are the strong and weak points.

5.5 To what extent is the evaluation system encourages teamwork and individual work?

6. Benchmarking and compliance:

6.1. How is doing internal benchmarking: the best practice spread in Academy.

6.2. Are there indicators, to carry out external benchmarking.

6.3 To what extent is co - educational program outcomes and qualifications to respond to the educational program specifications and national qualifications framework.

7. Other:

7.1. What is the best practice within the educational program?

7.2. Is there a need for reform?

7.3 How can the administration of the Academy contribute in achieving the objectives of educational program.

PART 3. ASSESSMENT AND SURVEY REGULATIONS WITH THE AIM OF QUALITY ASSURANCE OF HIGHER EDUCATION IN CRISIS MANAGEMENT STATE ACADEMY

I. ASSESSMENT PROCEDURE OF LECTURERS WITH THE AIM OF QUALITY ASSURANCE OF EDUCATION BY THE STUDENTS

1.GENERAL PROCEDURES

1. This procedure defines the assessment procedure of scientific staff with the aim of quality improvement, and assurance of higher education by the students in the Academy.
2. The assessment of scientific staff is fulfilled with the RA Law of “Education” Article 28 point 1 and 4, as well on the demands of this procedure, assuring fulfillment of students’ rights with RA Constitution Article 39 in the Academy.
3. The additions and changes in this procedure are done by Scientific Council with the suggestion of 1/3 of Academy students.

2.ASSESSMENT CONDUCTION OF SCIENTIFIC STAFF

4. The assessment of scientific staff is fulfilled after the first mid-exam of each term.
5. If the assessment of scientific staff coincides with industrial and academic practice periods, then the assessment is fulfilled after the end of the corresponding practice during a week.
6. In the first term of the graduate year the scientific staff’s assessment is fulfilled by the general principles, but in the second term is fulfilled during latter week of the first pre-state exam.
7. In the frame of provided question by the students is formed an assessment list for the assessment.
8. The assessment is done by the academic year principle; it means that the assessment list is formed in each term for each year students, and this list involves all the lecturers who have taught last term.
9. The assessment is fulfilled with the assessment list formed in advanced, in which the student ranks propounded questions with 4 point scale.
10. The student assessment is done anonymously.
11. The student assessment is fulfilled after classes, which duration is defined by the Quality Assurance Center of the university.
12. After the assessment process the questionnaire sheet is kept at the Quality Assurance Center.

3. ANALYSIS OF ASSESSMENT RESULTS

13. Assessment results are discussed and analyzed by Quality Assurance Center of the Academy.

14. The discussion of assessment results is done by Quality Assurance Center of the Academy corresponding to the defined schedule.

15. Assessment results must be discussed during working 10 days after finishing.

16. Correction of marks and other changes are not let in the questionnaire sheet.

17. Assessment sheets are kept in Quality Assurance Center during 5 year period. After that they are kept in the Academy archive at least 10 years.

4.APPLICATION OF ASSESSMENT RESULTS

18. The lecturer has the right to get acquainted with the results concerning to him and make notes, as well introduce his corresponding opinion.

19. Quality Assurance Center of the Academy with corresponding suggestions introduces the results of the assessment analysis to educational-methodological council.

20. When the developed recommendations and suggestion are not accepted in one year time, the corresponding lecturer is excused from work by the suggestion of educational- methodological council in the case of provision of Labor Code.

II. REGULATION OF STUDENT SURVEY ON TEACHING QUALITY AND EFFICIENCY IN CRISIS MANAGEMENT ACADEMY

1. GENERAL PROVISIONS

1. Regulation of student survey on teaching quality and efficiency (hereinafter student survey) determines the procedure of assessment of teaching quality and efficiency of teaching staff, conduction of survey and using of the results.

2. Student survey is conducted on the base of RA Law on Education and Academy regulation and is considered the manifestation of the right of Academy students to take part in evaluation of the functions of quality assurance and the effectiveness of the activities of professorial staff.

3. Regulation of student survey is confirmed and undergoes amendments and additions by Academy Scientific Council.

2. IMPLEMENTATION OF STUDENT SURVEY

4. In the system of full-time learning, student survey is carried out after the end of examination period of each semester in September-October, February-March, in case of distance learning- on the base of the data of the preceding academic year in November. In graduate courses, the survey on the second semester is implemented after the examination session until the start of state examination.

5. Student survey is carried out by educational administration of the Academy with the assistance of Dean's offices.

6. Student survey is carried out with the questionnaire of assessment attached to the regulation (annex 1), in which student evaluates the suggested questions in a 5-point scale.

7. Assessment results are presented with arithmetic average calculated¹¹ and RMS deviation¹² for each lecturer (lecture), in which the arithmetic average reflects the average response of the group, and RMS deviation- degree of mutual agreement within the group (among participants).

8. Questionnaire contains informational segment as well, questions of which are set by Rector for each semester.

9. Student survey is anonymous.

10. Student survey is conducted in accordance with academic lessons set by educational administration and previously presented schedule by Dean offices, in case of

participation of two-third of students of academic flow/ group. Otherwise, Dean's office is obliged to provide the cancelled survey.

11. After the survey the questionnaires are sealed with Academy stamp.

3. ANALYSIS AND MAINTENANCE OF STUDENT SURVEY RESULTS

12. The results of student survey are developed in departments of Natural Sciences and Crisis Management.

13. Questionnaire amendments are not counted.

14. The results of student questionnaire are preserved for 5 years in Dean offices and educational administration and the evaluated questionnaires - for 3 years in Dean offices.

4. USE OF THE RESULTS OF STUDENT SURVEY

15. The results of student survey are submitted to the relevant Faculty by educational administration.

16. The results of student survey are discussed in the relevant department, then in Council meeting. Written viewpoints of students are discussed in the session of Dean's office. In the result of the discussion are developed respective proposals and recommendations addressed to quality improvement of instructors' teaching.

17. Dean of the faculty is obliged to organize a discussion of survey results among teachers and students within a month.

18. Instructor has the right to learn about the views concerning to him/her at the presence of Dean.

19. Individual results of the student survey are distributed only in the faculty.

20. The results of student survey are used;

- to support instructors to analyze, to develop their methods and approaches of teaching.
- for appointment to position, promotion and encouragement of instructors

YOUR OPINION AND SUGGESTIONS

(Please, mention those factors, which, in your opinion, will support to arrange teaching process efficiently).

ASSESSMENT QUESTIONNAIRE

Dear student, you are participating in regular student survey on teaching quality and effectiveness, conducted Academy Rectorat.

Your frank and objective assessment and opinions will support to more efficient arrangement of teaching process.

The research is anonymous and the data obtained will be used only in generalized form.

Please, read with attention and fill the questionnaire completely, in which there are enumerated lecturers' pedagogical qualities who have taught in preceding semester. Each of the qualities should be estimated with a 5-point scale, in which «5» is the highest score, and «1» - the lowest.

Amendments (deletes) and supplements to the assessment in questionnaire will not be counted.

Thank you for participating in the survey.

Appendix 2

1.	Information segment
	1.
	2.
2.	Estimate the work carried out with students by the dean, deputy dean (s)
3.	Estimate the work carried out with students by secretaries of Your faculty
4.	Presented the structure of teaching process, educational outcomes, methods of teaching, learning and assessment
5.	Material is provided in a simple, clear and accessible way
6.	Supported to assimilate the material
7.	Used the time effectively in the auditorium
8.	Followed to the audience response
9.	Provided students with an opportunity to apply him/her for support out of auditorium.
10.	Encouraged students' independent work
11.	Was objective and evaluates students in accordance with criteria set
12.	Kept the discipline in the classroom in a proper level
13.	Was friendly and respectful towards students
14.	Would You like to take part in another course conducted by the same instructor?
15.	Generalized assessment of the course
16.	How do You evaluate your efforts for mastering the course ?

III. REGULATION OF ALUMNI SURVEY ON SUFFICIENCY OF EDUCATION RECEIVED IN CRISIS MANAGEMENT STATE ACADEMY

1. GENERAL PROVISIONS

1. Regulation (hereinafter regulation) of alumni survey on sufficiency of the education received in Academy determines quality assessment procedures of efficiency of educational services and education received.

2. Alumni survey is considered a crucial component of internal system of quality assurance.

3. Regulation of alumni survey is confirmed and undergoes changes and additions by Academy Scientific council.

2. IMPLEMENTATION OF ALUMNI SURVEY

4. Alumni survey is carried out at the end of final academic year of Bachelor and Master degrees (June-July).

5. Alumni survey is carried out by educational administration of the Academy.

6. Alumni (graduates) receive the questionnaire from Dean's office, complete and hand out the educational administration while getting diploma.

7. Alumni survey is conducted with a questionnaire of assessment attached to the regulation (annex 1), in which student assesses the suggested questions in a 5-point scale.

8. Alumni survey is anonymous.

3. DEVELOPMENT AND MAINTENANCE OF THE ALUMNI SURVEY

9. Results of alumni survey are developed in Department of Crisis Management and Natural Sciences.

10. Questionnaire amendments are not counted.

4. USE OF THE RESULTS OF ALUMNI SURVEY

11. The results of Alumni survey are discussed in faculty councils, then in Academy Scientific Council to develop and implement actions addressed to improvement of various spheres of Academy activity.

PART 4. CONCEPT OF PUBLIC RELATIONS OF CRISIS MANAGEMENT STATE ACADEMY

1. INTRODUCTION

1. The sphere of Crisis Management Academy Public Relations is one of developing strategic directions and is reflected by Academy Scientific Council in corresponding provisions accepted for Academy developing strategic programs (2014-2019). Particularly, as a strategic task the future development of public relations is defined and maximum involvement of the academy in public programs. At the same time in several strategic adjacent problems (development of informative resources, cooperation with different structures, international cooperation etc.), there are issues related to public relations.

2. The goal of Academy Concept of Public Relation (hereinafter Concept) is to clarify principle approaches related to Academy public relations, define primary direction of labor, and the frame of subdivisions of participants of public relation works, and the vision of works fulfilled in the field of public relations.

3. Notions are used in Concept:

- a) Public Relations (or PR) is a type of managing function, gives an opportunity to establish and keep communicative process, understanding and cooperation between the organization and society. It includes the managing of problems, helps the managing staff to be informed about the current works and reflect to the social opinion, decides and emphasizes the managing staff of the organization the responsibility for serving to the benefits of the society, and helps to react the changes and use it effectively. In the field of education public opinion.
- b) Internal «PR» is a system events, which is dedicated to the assurance and improvement of internal communication of organization, as well creation and saving of positive public opinion about it.
- c) External «PR» is a system of certain actions, which is directed to the improvement of interrelations of organization and external world, and aids at reforming positive opinion and saving about sub-organization.
- d) The image is the external collective character of an organization, which has been created with the aim of forming a certain opinion, impact and attitude in the society.

2. GOALS AND TASKS

4. The goals of concept of MGU public relations are:

- a) The positive performance of Crisis Management State Academy as an important scientific-educational institution for the country and Armenian society.
- b) Assurance of accessibility of reliable information about Academy,
- c) The study of public opinion for matching the demands of society,
- d) Proper performance of the Academy to wide audience,
- e) Effective fulfillment of internal «PR».

5. The actions of public relations are directed to solve some problems facing in front of the Academy:

- a) formation and maintenance of the authorship (positive image) of the Academy,
- b) assurance of publicity and transparency of the Academy activity,
- c) Assurance of inter Academy informative communication,
- d) formation and development of inter Academy (corporate) culture and traditions,
- e) effective and visible fulfillment of mission of the Academy as a national important educational, scientific, cultural and social leading structure,
- f) Assurance of information about social opinion and support to the development of response actions about Academy activity.

3. ORGANIZATION AND COORDINATION OF ACTIVITIES

6. The activities of Public Relation sphere in the Academy refer:

- a) The cooperation with Mass Media (TV, Radio, Journals, Newspapers, news agencies, web Mass Media) and interviews, organization of press conferences and highlighting the events,
- b) Extension of information with the help of websites, social websites and other internet tools,
- c) Organization of events having public interest (conferences, exhibitions, presentations, meetings etc),
- d) Preparation and extension of video materials, films, clips,
- e) Publishing and extension of the «THR Crisis Winners» paper, periodical and non-periodical other publishing, different representative albums, booklets and publishing other materials,
- f) Cooperation with Nongovernmental organizations and other institutions of civil

society, fulfillment of social and charity programs,

- g) Current works with different state and non-state, local, international organizations and institutions,
- h) Internal and external relations and communication, the problems of accountability,
- i) Settling works on different representation problems.

7. The effective fulfillment of Academy Public Relations is supposed an active participation of all university subdivisions, harmonic and systemized work. The problems of Public Relations, referring to Academy staff and students' rights and freedom of speech (the right to express an opinion in the Press, freedom in external relations etc), demands from them, at the same time, to show corporative solidarity and mutual respect, perception of problems of Academy public relations and cooperation with corresponding frames.

8. Organizational works of different events taking place in the Academy and problems connected with Academy public relations which are implemented by the Academy subdivisions, must be regulated by different internal legal acts, methodological guidebooks and accepted work practice (constant organized counseling etc).

9. The Academy rector manages the works of public relations in the Academy, and currents works are systemized by the vice-rector. The responsible subdivision for the works of public relations is the department of Academy information and relations with the society.

10. All the structural subdivision of the Academy depending on its activity nature and problems, external relations and the level of interest of implemented public works, are related to the works of Academy Public Relation. The managers of structural subdivisions are responsible for the managing subdivision related to the works of the public relations, at the same based on the necessity for settling current problems and questions, one of the employers of the subdivision is personally authorized to involve directly and systemize the solution of problems concerning to public relations.

11. Some problems of Academy student organizations (Student Council and Student Scientific Society), graduates, and activity of professional associations are directly related to the public relations of Academy. The activity of these structures has an important role for the public relations of the Academy and their effective organizational frames are the managing bodies of the Academy, internal legal acts, methodological guidebooks, constant organized consultations and discussions.

12. In the process of organizing the works of the Academy public relations is considerably highlighted the students' involvement in corresponding works, which can be organized as defined educational processes, as in the frames of volunteering and practices.

13. Public Relations and Information Department represents to Academy rector and scientific council a report about the works of Academy «PR» each academic year.

14. Taking into consideration the current international experience and achievements in the field of public relations, and signifying the development of «PR» works in educational system of Armenia, as well as for fulfilling the Academy public relations possibly organized and regulated, leading by this concept and Academy developing strategic program the strategy of Academy Public Relation will be developed in future two years.

15. The financial provision of public relations activity is fulfilled by defined expenses of Academy incomes and estimated annual pre-budget. In case of increasing the financial volumes it is necessary to work more consecutively for involving advertising, endorsing, granting and not illegal other financial resources.

4. DIRECTION OF ACTIVITIES OF PUBLIC RELATIONS

16. The activities of public relations of the Academy fulfilled with main directions include the following priority thematic directions;

- a) fulfilling educational improvements in the Academy,
- b) public information dissemination about achievements and acquirements of Academy scientific-research potential,
- c) Extra Curricular and cultural life of students.
- d) Academy international cooperation and works with Diaspora,
- e) Anti-corruption measures in Academy.

17. Academy Public Relations include the following work directions:

17.1 Marketing Events:

- Fulfillment of different promotional events with direct and indirect ways with the aim of maintaining positive public opinion and guiding about Academy,
- make possibly available and direct complete publicity for high school students and all other potential applicants with the Academy faculties and professions, introduce future possibilities of career promotion.
- introduce and inform to the wide range of society the advantages of the Academy structures and the Academy education,
- Clarify and regulate the cooperation of Academy and other (state, private, commercial and not commercial) organization.

17.2 Internal «Publicity» of Academy:

- Improve the mechanism of information extension in the Academy,
- Increase the level of awareness of Academy staff and students about Academy structure, current faculties, centers and other subdivisions, existing online informative measures, as current events and activities,
- Improve the development and the presentation system of Academy internal reports,
- Improve internal «Publicity» communications by forming coordinated approach about main key issues related to the Academy,
- Fulfill events with the direction of firming the sense of being Academy member by forming new customs among the staff, students and graduates,
- Develop concerted actions for «force-majeure» situations: quickly prepare reasonable response to mass media and other interested groups.

17.3 Representation on the Web:

- Frequently enrich with materials the Academy official website,
- Increase the representation of the Academy in the social website, promote for works on creation blogs and personal pages of managing staff,
- Develop online allowed services,
- Increasing information on the web about interuniversity processes (educational, scientific, students etc).

17.4 Cooperation with Mass Media:

- Regularly organize meetings and seminar discussions with Mass Media managers, head editors, and journalists highlighting educational sphere.
- Organize activities with the aim of informing Mass Media with high level for Academy different subdivisions.

17.5 Participation in Social-political, spiritual and cultural life of the country;

- increase the role and involvement level of the Academy in social-political, spiritual and cultural life of the country,
- insert the Academy potential in socializing works of education and science.

17.6 Research of Public Opinion;

- Extend the field of fulfilled research by choosing as research target people of different age, social position, graduates, partners, people who introduce economical field of the country,
- Find out the effectiveness of works in the field of public relations with research, as well expectations and opinions of inter Academy sector (students, lecturers and staff members).

18. Certain procedures (precise planning, certain differentiation of functions, rituals, assessment of organized events, feedback etc) must be defined for proper organizing events having public meaning public taking place in the Academy.