

# Professional Education Institutional Self-Assessment



## Yerevan Komitas State Conservatory (Non-Profit Organization)

Republic of Armenia  
Yerevan 2013

**PROFESSIONAL EDUCATION INSTITUTIONAL SELF-ASSESSMENT  
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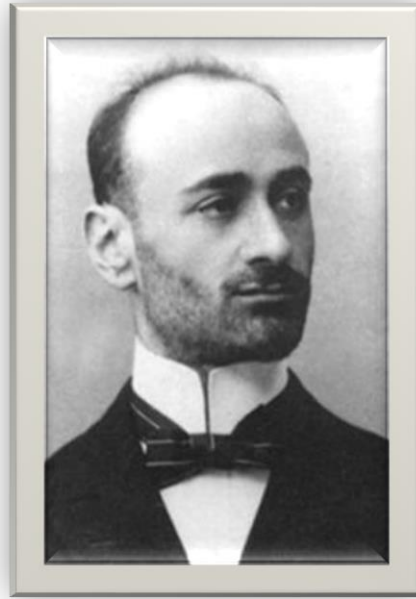
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All my thoughts are to educate students  
devoted to study of the national music,  
and disseminating the spirit of Armenian music...

How desirable it is to establish  
a separate institution through which  
I would be able to reach great results.

### **Komitas**

### **PREFACE**

Yerevan State Conservatory named after Komitas presents itself to a global community as an Armenian national educational institution with its own face, and its own national handwriting, which solves creative issues specific to Armenian music and Armenian culture in general.

Conservatory (initially a studio) originated in 1921 literally on a bare ground, in Armenia that rose from ashes; due to the tragic events of its history Armenia was isolated from the global cultural development for several hundred years in a row.

Conservatory was destined to become a unique source of musical professionalism, and an inheritor of the whole Armenian national wealth accumulated over the centuries.

The elimination of devastating effects of cultural isolation that lasted many centuries was accomplished in an incredibly short period of time, in a rapid and uneven way, voraciously absorbing and adopting the global cultural achievements.

Within the international cultural community circles the Conservatory sees its preservation and development path through the coherent interweave and synthesis of the national traditions and international cultural experience.

Despite the historical changes, the Conservatory's activity was aimed at fervent construction of the Armenian professional culture.

Currently, a unique "energy field" has been formed around performance and research institutions bred on the basis of the Conservatory; it actively influences all the spheres connected with the creative adopting of Armenian folk music and professional music. This thankful work has been carried out by the Conservatory and the structures established on its basis.

The most important task for the Conservatory is to educate its students in such a way that they would respect their national traditions, would deeply master their national roots, and, eventually, would be proud to be the bearers of the national culture.

Conservatory's role in training of the national professional music staff, i.e. of the performers, composers, musicologists, heads of music groups and organizers of cultural life is invaluable for our country.

Conservatory pays special attention to the relations with the Armenian diaspora and all the centers populated by Armenians abroad.

At present there are more than 1000 students in the 3 basic faculties of the Yerevan State Conservatory after Komitas. About 160 foreign students study at the YSC. Head office of YSC is in Yerevan, and its branch is in Gyumri. There are many faculties and departments in YSC. YSC's administrative bodies are the Conservatory's Council, the Scientific Council, the Rectorate, and the Student Council. YSC's main teaching staff consists of more than 600 members; most of them have international and honor titles, medals, certificates, and scientific degrees, etc. Conservatory implements higher and postgraduate education in the 3 basic academic programmes: bachelor's, master's and researcher's degrees. Along with the mentioned basic programmes YSC also offers additional academic programmes.

The evidence of the achievements of the Yerevan State Conservatory after Komitas is 90 years of talented and devoted staff work.

## I.MISSION AND PURPOSE

**Criterion 1.** The institution`s mission and purpose are in accordance with the relevant reference levels and are consistent with the policies and practices that guide its operations.

**Standard 1.1.** *The institution has a clear, well-articulated mission that represents the institution`s purposes and goals and is in accordance with the Armenian National Qualifications Framework (hereafter NQF).*

Yerevan Komitas State Conservatory (the YSC) with its national role in the musical culture of educational, scientific and creative is the unique institution whose primary **mission** is to provide music education at all levels of higher education, as well as the creation of knowledge and professional skills, transmission and the spread of education and cultural development within the framework of the state strategy. Based on the principles of state policy in the field of education, culture, the Conservatory promotes and supports the development of national culture, spiritual and cultural values preservation, development and dissemination.

School Conservatory aims to become “a student educational center”, in preparing in accordance with the requirements of the high school focused on artists - professionals who will meet the requirements of the modern globalized world, cultural knowledge, skills, and abilities.

Being the only musical higher educational institution in the country, the Conservatory will provides high-quality educational programmes, offer innovative Student learning, encourage students and employees to strive for perfection.

The Purpose and subject of Conservatory activities are educational, scientific, experimental and publishing activities for the implementation defined by the YSC's Charter (Appendix 1.1, paragraph 8.9).

- a) Highly qualified music professionals, scientific - pedagogical personal strength Preparation, professional training and improvement of professional qualifications for highly educated professionals.
- b) In Musical Arts, Composition, social sciences and humanities fields the implementation of scientific-methodological and scientific - pedagogical research.
- c) Based on the educational, creativity and science integration, improvement of teaching content, professions and specialties systems' development and rooting.
- d) The spread of scientific research and creative achievements.

YSC's strategic plan (the SP), and project schedule (Appendix 1.2) are developed based on the above-mentioned provisions of the Statute of YSC.

Conservatory strategy **visions** are:

- Ensure all staffing needs in the field of the musical art of the Republic of Armenia.

- Train relevant personnel in the field of culture, and to preserve the accumulated values of the spiritual music of Armenian people and make it popular providing the prospects for the development of the musical culture.
- Educate personnel in the public and for promoting the spiritual values created by the Armenian and the global music.
- Respond to society's spiritual need with its educational, scientific, creative activities and services provided to the public.
- Offer students a comprehensive knowledge, skills, and abilities to provide innovative educational programs based on international and national musical heritage.
- Provide a strong base for professional education in general education; connect theory and practice, with a maximum increase lecturer-student contact and dialogue opportunities, access to tutors for students.
- Develop educational programs that are consistent with the Bologna process and the fundamental principles of the European Higher Education of the Area (EHEA) and to the following (ENQA).
- To provide high quality education for students and lecturers (faculty), and the necessary infrastructure and resources to carry out the research work.
- Provide Learning - Teaching - Science communication.
- To ensure continuous quality improvement in all areas of the activities.
- To be competitive in the international arena.
- To give the importance of comprehensive development of students and staff in Conservatory life.
- The most commonly involve the students and lecturers from the Diaspora in the activity of Conservatory, to become co-Armenian educational center in the field of music.
- Become an East-West connecting link, assuming the role of leader.

In Strategic planning is formulated the realistic goals and objectives of the YSC mission. Defined objectives do not conflict with the goals and objectives of the Charter of Yerevan State Conservatory and at the same time comply with the requirements of modern professional education.

According to the strategic plan, the YSC **aims** to ensure that:

- High quality education
- High-quality research and innovation
- Public involvement and services
- Qualified personnel potential
- Quality Infrastructures
- Quality Services
- Admission to expand the profile and correspondence
- Financial stability, effective governing

- Strategic collaboration and Internationalization

Conservatory Strategic Plan is a continuous process for periodic monitoring, analysis and improvement, which covers all areas of the Conservatory.

### **National Qualifications Framework (NQF)**

The Conservatory accomplishes 3 study programs of higher and post-graduate professional education granting the qualification degrees of bachelor, master and researcher. Bachelor's and Master's degree programs include the following specializations, performance art, music, Conducting, Composition, musicology. The researcher education program includes one specialty, musicology. Based on the NQF by the Government of RA, for each specialization has been formulated by the YSC in accordance with the output of learning outcomes that shows the students' knowledge, abilities and skills. YSC's professional education programs are made up of state standards of higher education and provide students with theoretical and practical knowledge the required reserve. They contribute to the resolution approved by the Government in accordance with NQF requirements, as well as the European Qualifications Framework and the Bologna requirements comparable knowledge, skills and abilities acquired.

**Standard 1.2.** *The mission statement reflects the needs of the internal and external stakeholders.*

YSC's strategic plan of the Internal Quality Assurance Department (hereinafter IQAD) was carried out by internal and external stakeholders' needs assessment, group discussions were held with representatives of the administrative staff, students, teachers, employers, graduates and branch staff. In order to reveal the internal stakeholders' needs, IQAD has developed a methodology for conducting the polls in their selection of information acquisition methods, tools development. According to the methodology of the surveys conducted during 2011-2012, among the students, graduates, faculty and administrative staff referring to a study of the effectiveness of the organization and content of education. Research involved 600 students and 400 faculty members, administrative staff of 50, YSC's head office and branch representatives from student, faculty and administrative staff. Primary problems are identified during the studies which are the basis for the short-term and long-term development action plan. As a result, the YSC strategic plan reviewed and priorities are set. Strategic Plan review process had a great importance for the YSC in September 2011, at the structural and personnel changes; as a result of its new policy (taking into account the specifics of the university), the processes review related to the education organization. Internal and external stakeholders of the survey results showed that becomes a primary for university's implemented educational projects in compliance with NQF requirements. According to the strategic plan of the YSC seeks to "become a national center for Oriental music and the music, maintain high educational standards and to enable learners



to fully realize their potential by providing a flexible curriculum that meets modern requirements."

Based on the survey results defined a set of priority issues, the review of YSC building conditions and technical adequacy equipment.

According to the survey procedures for conducting internal inquiries will be held among the beneficiaries of each semester, which will reveal the extent to which the objectives of the YSC Strategic Plan is implemented and how effective this process is. Needs subtraction approach, being with stakeholders as communication institutional mechanism is so efficient that it contributes to the making of that communication and the decision-making based on the results.

**Standard 1.3.** *The institution has formal mechanisms and/or procedures to evaluate the achievement of its mission and purpose and to further improve them.*

YSC's mission and objectives implementation results are evaluated according to the university's strategic plans, objectives and orientation indicators to assess progress in implementing the appropriate steps, which are presented in the SP schedules, short-term and long-term.

Orientation indicator will come also the person responsible for the implementation of the actions with SP schedule.

Conservatory Council and the Scientific Board regularly, and the Rectorate if necessary, discuss the performance of the projects implementation, make the necessary adjustments and take appropriate decisions. YSC board staff includes representatives from internal and external stakeholders who are eligible to participate in the discussion, to present their views on the various activities of the university. In addition, at the end of each fiscal year, a detailed report is presented by the Rector about the mission and objectives' implementation of the processes of Yerevan State Conservatory, that have occurred in the current years. The process is described in the cycle of nature. Also the IQAD (Internal Quality Assurance Department), which is responsible for the coordination and management of quality assurance mechanisms, and in its strategy regulation it is emphasized the continuous improvement of the goals, regular assessment and review of all the mechanisms that will enable inner-universitarian educational system to ensure continuous quality improvement. This is evidenced by the following facts that IQAD has reviewed the YSC strategy has already approved a new strategic plan, the IQAD has developed a methodology of surveys conducted among internal beneficiaries and are currently reviewing the methodology works. The IQAD is currently developing a methodology of surveys conducted among external beneficiaries, which will help YSC educational programs to assess and improve regularly.

## SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. YSC's efficient operation and management experience</li> <li>2. YSC's Strategic Plan formulations: mission, goals and objectives of the relevant issues</li> <li>3. Clear Partnerships with external beneficiaries, taking into account the interrelationship the musical life in RA</li> <li>4. YSC - the accreditation process enables assess the university's administrative staff representatives to gain self-assessment, experience, under which the latter participate in the quality assurance system concerning inner-universitarian educational seminars, experience exchange meetings</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of relevant experience of YSC's performance assessment and evaluation of the strategic plan</li> <li>2 Strategic program objectives are not the focus of the Conservatory staff</li> <li>3. Students distrust towards the changes taking place in YSC</li> <li>4. Insufficient availability of mechanisms for regular monitoring of the Strategic Plan</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Cultural programs, festivals, concerts and more approved by the Government and Culture of RA.</li> <li>2. Since June of 2012 YSC comes as a full member of the European conservatories Association</li> <li>3. YSC's faculty, student participation in local and international music festivals, competitions, conferences, concerts and more the Ministry of</li> </ol>	<ol style="list-style-type: none"> <li>1. Taking into account that musical training begins at the age of 6, YSC is dependent on the musical preparation programs in educational institutions, which are in other administrative systems (municipality, town hall), which leads to the inadequacies of the admission requirements</li> <li>2. Labor market saturation and professional musician's low pay brings the best specialists to outflow</li> </ol>

## CONCLUSION

Yerevan State Conservatory, 2012-2017 period, Strategic program has been created by Conservatory long-established traditions, environmental factors of development, realistic assessments, and complying with the requirements of the Bologna, based on the principle.

In spite of the modern economic crisis situation, the unfavorable conditions of musical professional activities, YSC continues to follow its long-standing mission to find new ways of

solving problems. Especially, YSC has actually provides the entire music sphere demand, acting as a national cultural heritage preserve, developing and spreading, educate specialists, and demanded and competitive in international market, keeping in the scientific arena higher ratings and more. YSC's fundamental objectives are the distrust among the students and teachers, improvement of the University, that is regarding increasing the efficiency of Mission and Goals' implementation process. Taking into account the above, we think that in the educational sphere, the application of new standards, concerning the means and new methods of teaching and learning, the YSC's student and faculty staff's awareness of level increasing along with the problem, will have a positive solution, which will bring the effectiveness of improving process.

## II. GOVERNANCE AND ADMINISTRATION

**CRITERIA.** TLIS management system, administrative structures and their functions are effective and are aimed at maintaining the institution's mission and purpose for the management of ethical norms.

**Standard 2.1.** *Institution management system provides a set of ethical rules of structured decision-making process and the need for improvements in education, and more human, material and financial resources.*

YSC management is carried out in accordance with the Education Act and the Charter Conservatory (Appendix 1.1), solely on the basis of self-management and the principles of collegiality combination with the conservatory, the Scientific Council of the university administration and the implementation of rectorate functions.

Conservatory management infrastructure is depicted in Table 2.1, which includes administrative, scientific, educational and training process to ensure the service subdivisions.

YSC management system, its capabilities and interactions determined by the university's charter and do not violate the law.

YSC's highest governing body, the Council on (Appendix 2.2) which has a professor lecturing staff, students, and representatives of the founder of the state governing body authorized authority, approved by the Prime Minister of the Republic of Armenia.

According to the Charter of the Conservatory, the Council

- Make a discussion and present the YSC's charter established by the authorized body or any changes and supplements making suggestions
- organize the election of the Rector of Yerevan State Conservatory
- approve the strategic project of the Conservatory
- approve the Conservatory budget

The assignments arising from decisions of the Council adopted within the framework of its jurisdiction, does not contradict the law of Republic of Armenia and the YSC Charter, and are mandatory for all departments, officials and staff of YSC.

YSC is governed by an elected representative body of the Scientific Council, chaired by the Rector. It's educational, and scientific activities, coordinating and governing body, made up professorial lecturing, administrative management and student representatives, not more than 60 members. Scientific Council, competences and the process of activities are determined by the YSC Charter and YSC Scientific Council regulations.

The Scientific Council authorization term is of 5 years.

The Scientific Council sessions shall be convened at least once every month.

The Scientific Council shall consist of the Conservatory Rector (President), Vice-Rectors, conservatory scientific secretary, advisor to the rector, academic and scientific departments (or parts) head of departments, faculty deans, president of the trade union organization, the director of the library, student council President, ex officio, as well as by choice of the rector of the Conservatory but for the heads of subdivisions, the country's leading experts in science and education (up to 15 per cent of the total number).

Academic Council of Yerevan State Conservatory is approved by the order of the Rector.

Scientific Council confirms its working procedure, allocated within the total quantities - approves on paid basis according to different professions admission seats, makes a discussion on international cooperation programs of Conservatory, represents a proposal on the Admission rules for applicants to the Ministry, represents proposals on structural changes of the Conservatory to the rector of YSC, supports standard rules of the structural units of conservatory and internal disciplinary rules, the educational professions and specialties name lists of the Conservatory are discussed, educational plans approved by the professions, which are submitted to the Ministry. There are general discussion and future directions of scientific activity of the Conservatory, listening to scientific reports – about the results of the research and training activities in YSC, approves the professor and lecturers' staff list of the Conservatory, organizes vacancies for candidates in competitive elections, confers the honorary titles of the Conservatory, grants and scholarship awards, rewards Conservatory medal and diploma, represents the candidates for the Republican and international awards and titles, carries out other powers related to teaching and research of the Conservatory, approves the election procedures of the head of department and the dean of the Conservatory, confirms the structural units of the exemplary regulations of YSC. Decisions of the Scientific Council shall be signed by the rector, president of the Scientific Council and the Scientific Research Council Secretary.

Scientific Council may attend and participate in the discussions, representatives of the Ministry of Education of RA, YSC staff and students who are not members of the Scientific Council. (Appendix 2.3).

The Scientific Council shall be considered valid if discussion were present staff of the Scientific Council at least 2/3. The Decisions are considered adopted if the more of 50% of those present voted in favor of.

During the period between sessions of the Council and the Scientific Council, in the Rules of Procedure of its powers, the questions related to the activities of the Conservatory are discussed Body Adviser to the Rector, the Rectorate.

YSC Rectorate regulations (Appendix 2.4) are discussed in the YSC Scientific Council and approved by Academic Council Chairman, the Rector of the Yerevan State Conservatory, which came into force on the date of approval. YSC meetings are invited by the Rector with defined period and agenda. Rectorate makes decisions on issues that have advisory in nature and is being implemented by the rector's orders.

Shahen Shahinian was elected Rector of the Yerevan State Conservatory, passed his duties on 08.09.2011, in accordance with a decision N1298-A of the Government of the Republic of Armenia and Minister of Education and Science's order of 15.09.2011 N239-A, for a period of 5 years.

YSC Rector of the conservatory leads the structural subdivisions of activity, represents the Conservatory among state bodies, organizations and institutions, provides training of specialists of different professions in research and implementation of state orders; signs contracts, opens bank accounts, defines the structure of the conservatory and the jurisdictions of structural subdivisions, signs contracts of employment as defined by the selected deans, lecturers and heads of departments; makes the position appointment and dismissal for the heads of structural divisions of the conservatory, defines the rights, duties and frameworks of responsibility; invites Rectorate sessions of Conservatory Council, the Scientific Council, and ensure their cooperation; applies the appropriate disciplinary imposed on the staff and students; defines employee salary and bonus amounts of financial resources within the Conservatory; makes a solution in accordance with the legislation of the Republic of Armenia staff and student awards and financial assistance issues; appoints and dismisses for vice-rector of the Conservatory establishing areas of their activities and responsibilities; carries out other powers (competencies) defined by legislation of the Republic of Armenia as well as established by YSC.

#### **The Administrative Staff Data of YSC**

Position	First Name, Last Name Degree, the title
Rector	Shahen Shahinian, Professor
Assistant to the Rector	Mehrabyan Shushanik
Vice-rector of Scientific field	Navoyan Mher, PhD of Arts, Professor
Vice-Rector of Educational Affairs	Haroutyunyan Vagharshak, Professor
Vice-Rector for Education Reform	Terteryan Ruben, PhD of Arts
Vice-Rector of International affairs	Arkadi Avanesov
Vice-Rector of Administrative and economic affairs	Antonyan Narek

Branch Manager	Avdalyan Karine, Doctor of Arts, Professor
The director of the Opera Studio	Levon Tonoyan
Publishing director	Shagoyan Gohar
Head of Postgraduate Department	Smbatyan Henrik, Professor
Head of Education Department o	Voskanyan Nona
Head of the Internal Quality Assurance Department	Narine Avetisyan, PhD of Arts, Associate Professor
Head of the Library	Tonoyan Ani
Audio manager	Hovhannisyan Varvara
Head of department	Piruzyan Susanna
Department of Human Resources	Hunanyan Marina
Legal Advisor	Vardanyan Mayriam
YSC Chief Accountant	Mehmaryan Qristine

The basic units include YSC's faculties and chairs that are provided with the University teaching, research and creative processes.

The faculty is the Scientific and administrative subdivision of YSC. It carries out the students' and postgraduate students' training in the appropriate specialties.

The Chair, Faculty of YSC is the basic infrastructure, carries out one or several directions of educational and methodological work,, making the appropriate personnel.

Yerevan Komitas State Conservatory faculties and departments shall be determined in accordance with the Faculty of (Appendix 2.5) and the Department for the Regulation (Annex 2.6), represented YSC Academic Council and approved by the Rector of Yerevan State Conservatory. The activities of the Faculty of the Yerevan State Conservatory, in its powers defined, organizes and manages the Faculty of dean, who is elected by the Faculty of extended session until his 5-year term and is admitted by the rector.

FACULTY	DEAN
Piano	Babakhanyan Armen, the Honored Art Worker, Professor
Orchestral	Tadevossian Eduard, People's Artist, Professor
Vocal-theoretic	David Ghazarian, Honored Art Worker, Professor

The activities of the department's jurisdiction is organized and managed by the Chair of the Department, who is elected by the Academic Council until 5-year period and being admitted in the position by the rector of the Yerevan State Conservatory. For the Chair Position Contest participate persons having academic title of professor.

CHAIR	HEAD OF THE CHAIR
Professional Piano's Chair N1	Zaqaryan Suren, Professor
Professional Piano's Chair N2	Sarajyan Sergey, Professor
Professional Piano's Chair N3	Yavryan Igor, Professor
General Piano's Chair	Davtyan Svetlana, Professor
Accompaniment's Chair	Gyulbudagyan Senora, Professor
Performing Arts History's Chair	Zolotova Irina, Doctor of Art, Professor
String Chair N1	Smbatyan Gagik, Professor
String Chair N2	Vardanyan Bagrat, Professor
String Quartet's Chair	Avagyan Editra, Professor
Chair of the Chamber Ensemble	Berberyanyan Alla, Professor
Chair of the Wind and Drums Instruments	Galstyan Norik, Professor
Chair of the Wind-Chamber	Suqiasyan Stepan, Professor
Military Conducting Chair	Davtyan Yuri, Professor
Singing Chair N1	Martirosyan Susanna, Professor
Singing Chair N2	Kolosaryan Svetlana, Professor
Conducting Chair	Mirzoyan Hovhannes, Professor
Opera Training Chair	Hovhanisyan Hovhannes, Professor
Composer's Chair	Achemyan Vardan, Professor
History of Music Chair	Saryan Araxi, PhD of Art, Professor
Theory of Music Chair	Amirkhanyan Robert, Professor
Folklore Music Chair	Pahlevanyan Alina, PhD of Art, Professor
National Instruments and National Singing Chair	Voskanyan Arzas, Professor
Pop-Jazz Chair	Erznkanyan Ervand, Professor
Languages Chair	Gyulbudagyan Vagharshak, PhD of of Philological Sciences, Professor
Human Sciences and Physical Education Chair	Nikoyan Aramayis, PhD of Economics, Professor

Gyumri branch is one of the infrastructures of the Yerevan State Conservatory, which operates in accordance with the Charter of YSC.

#### **Gyumri Branch Administrative Staff Data of the YSC.**

Director of YSC's branch	Karine Avdalyan - Honored Art Worker, Doctor of Arts, Professor
Deputy director of the administrative-economic affairs	Ashot Petrosyan

Deputy Director for Educational Affairs	Nina Hayrapetyan, Associate Professor
Head of the Chair of Piano Department	Marine Khachatryan, Associate Professor
Head of the Chair of orchestral string and wind instruments	Anahit Manvelyan, Associate Professor
Head of the Chair of Vocal-theoretic	Silvard Vardanyan, Professor

In YSC's infrastructure are included the laboratory, accounting, administrative part of the procurement(shopping) department, personnel department, the Department of Legal Advisor, Quality Assurance Department, Department of International Relations, Department of Information Resources. In the YSC also operate the faculty councils YSC all infrastructure activities regulated under regulations approved by the Academic Council.

Each order of the infrastructure is approved by the Rector by Yerevan State Conservatory. YSC regulating activities documents are internal disciplinary rules, Lecturers recruitment procedures (job order) that define the procedures for admitting for a job and dismissal, working hours, work organization, receiving the material resources. This is an internal legal document drawn up in accordance with the Labour Code of Republic of Armenia, taking into account the specifics of the university.

To ensure the effectiveness of the educational process and taking into account the peculiarities of the University of Yerevan State Conservatory administrative infrastructure includes the library, publishing, opera studio, audio-sound recording library, folklore cabinet and so on.

Conservatory's organizational inter collaboration is supported by appropriate documentation and due to the management operative means (police). YSC management system provides the necessary information receiving: objective and in time decision-making, as well as for the infrastructure to develop appropriate tasks. YSC legislative and executive bodies carry out together the upper part of the distribution and control of administrative duties.

The executive body is meetings, consultations, temporary and permanent committees that carry out information and advisory function, providing feedback (retroaction/contact) admitting administrative decisions.

YSC's infrastructures activities for operative management and coordination, the orders and instructions are given by the rector.

In general, the YSC management system and its infrastructures' cooperation correspond to the YSC's mission and the Charter.

**Standart 2.2.** *TLI s management system allows teachers and students to participate in the decision-making regarding them.*

In all governing bodies of Yerevan Komitas State Conservatory, the lecturers and students are involved in all management government bodies, which is defined by the Higher



Education and postgraduate Education by the Law of R.A. and with the YSC charter approved by the founder.

The social control of the staff and students' interests Protection is carried out by the staff and students' Union (Appendix 2.7).

Its objectives are to protect the corporate interests of its members, violates the rights of individual employees or groups of interfering with decision-making and administrative user support, financial and social assistance to the staff.

The Trade Union representative is a member of the Scientific Council and the Rectorate of the YSC. Trade union powers are defined by the collective agreement between the trade union and the Rector of Yerevan State Conservatory (Appendix 2.8).

YSC governing bodies (Council, Faculty Council, a branch of scientific and educational councils) students are participating in the decisive vote. Thus, lecturers and students at all levels of management are directly involved in the decision-making process. Their selection is carried out in these bodies according to the current (the existing) procedure, from bottom to top.

Faculty Council (Appendix 2.5) is established in accordance with paragraph 31 of the Charter of YSC. Faculty Council Staff consists of professors, researchers and the representatives from students' 25% of their candidates are proposed by the Department of Student councils.

The 25% of the Branch Educational Council are also the representatives of the students' staff.

YSC Scientific Council is formed as defined by the Charter of YSC (point. 17, 18).

The Scientific Council officially is included Rector, Vice-Rectors, Scientific Secretary, Deans, Head of the Branch Department and the President of the Trade Union.

The professors and lecturers representatives are proposed by the faculties, a certain proportion of the students, who make up 25% of the members of the Scientific Council of the Student Council are proposed by the YSC.

The Council Staff of YSC supreme governing body is approved by the government of the Republic of Armenia. The Management Board's 25% are included the students proposed by the Student Council, the teaching staff representatives, who are proposed by the Scientific Council, the representatives of the Government of R.A. and the representatives of the Ministry of Education of R.A.

**Standart 2.3.** *TLIS develops and implements short-term, medium-term and long-term planning in accordance with its mission and objectives and has precise mechanisms for their implementation and monitoring.*

Yerevan Komitas State Conservatory in accordance with its mission and goals as long-term planning, has been developed a strategic plan for 5-year (2012-2017 years), approved by the Council of YSC. The 2012-2017 Strategic Plan was approved with the schedule, which is

presented the steps of the solution of the problems arising from the objectives of the program. The schedule, which is presented the steps to solve the problems arising from the objectives of the program are. The schedule includes both long-term and medium-term or short-term planning. In the YSC strategic project schedule are clearly presented the deadlines of the implementation of the planned steps and the responsible, which gives you the opportunity for monitoring.

The Performance of the Strategic Plan is evaluated and the effectiveness of the implementation is presented in the YSC rector's annual report, which is presented to the meeting of the Council. Rector's report is compiled based on the reporting units (subdivisions) to all fields.

After Annual Action Plan implementation and analysis of results, the actions are planned for the next year, which are the YSC Strategic Plan implementation and monitoring mechanisms.

After summarizing the results and analysis of the activities of the Annual Action Plan, is planned the activities for the next year, which act as implementation and monitoring mechanisms of the YSC Strategic Plan.

**Standart 2.4.** *TLI makes a study of the factors influencing on its activities and for making decisions is based on reliable data.*

Yerevan Komitas State Conservatory as educational and scientific creativity is the only institution in the country, whose primary mission is to provide higher music education with all levels. Despite this, the external and internal environment changes greatly affect the various fields of activities of the YSC. A study of factors affecting the activity of YSC has some features. Almost all of the musical groups, orchestras, Ensembles, professionals from Scientific Research organizations related to musical culture are the graduates of the Conservatory of the Republic of Armenia. Musicians often combine the performance and scientific professionals, performing and teaching, teaching and research activities, etc. working at the Conservatory and other organizations or of other music groups, which provides immediate feedback, and a graduate, of both the employer and the YSC staff. The above fact gives a wide range of opportunity to teaching quality monitoring, analysis and evaluation of internal and external stakeholders and protection of its interests. In order to identify the factors affecting the activity of YSC, among the university graduates and employers are held the inquiries (interviews, meetings) to find out their satisfaction with the students' knowledge and capabilities gaining in the Conservatory. The internal factors for the study carried out among the students filled out the queries on their satisfaction with the curriculum, lecturers, library services, administration and audience's condition. Based on the results of the analysis of data obtained from the requests are carried out adjustments. It should be noted that the study of external and internal factors, as well as requests in YSC has started being implemented in March, 2011, when N125 / K was established by the order of

the rector, the internal quality assurance department, whose functions include the above-mentioned studies. Stressing the importance of internal and external factors' studies affecting on YSC's activities, the evaluation of the implementation of the strategic plan and the quality assurance processes described in the form (6 types) surveys (queries) are carried out in accordance with the procedure of the survey(queries) at the end of each semester, before the exam sessions. Details are collected, processed by the analytical computer program SPSS and published in the guidelines compiled by the Quality Assurance of YSC ", provided by PIU "Education Quality and Relevance", with the second project grant funds. The surveys serve as a basis for assessing the quality and effectiveness of the conservatory and use the university's internal and external factors affecting the quality of the analysis, SWOT-analysis of the weak and strong sides, in order to identify external opportunities and threats.

YSC's activities affecting the external (admission, finance, labor and social requirements, legislative changes, unpredictable situations, etc.) and internal (professors and lecturers' staff aging, infrastructure supporting efficient work organization, etc.); environmental factors are studied and analyzed by YSC Vice-Rector for Educational Reform.

**Standart 2.5.** *Politics and administration procedures are carried out by the quality management principles (planning, implementation, evaluation, improvement).*

Yerevan Komitas State Conservatory since 2011, adopted a quality management PDCA, "Plan, Do, Check, Action" university management new policy.

YSC Management activities determined document is the YSC five-year strategic plan, which is developed by the scientific council and approved by the Board discussed the schedule of events. YSC academic units (branches, faculty) act according to their strategic plans. Other structural subdivisions of YSC (Chair, publishing, opera studio and department) carry out their activities through the annual work plans.

Conservatory's annual general assessment is carried out by means of analysis and reporting of activities, according to predetermined criteria for various fields of activity. The progress and success are evaluated, as well as disadvantages and gaps are revealed.

For the elimination of defects and for improving the activities are carried out appropriate changes in the next year's working plan, thus ensuring the improvement process of YSC activities.

**Standart 2.6.** *In TLI there are professions, educational programs and other activities related to the efficiency of information collection, analysis and use of assessment mechanisms.*

Yerevan Komitas State Conservatory strives to maintain the confidence of students and other stakeholders towards higher education, with effective quality assurance activities, as well as guaranteed, properly worked out and approved by educational programs.

There is a permanent (standing) committee in the YSC that develops categories, procedures based on the quality assurance of the European standards.

YSC accreditation process stimulated the newly formed department (subdivision) - the Quality Assurance Department works. The processes of self-analysis of the units' (subdivisions) activities are carried out in YSC's head office and branch in Gyumri. For this purpose, a large volume of information collected and analyzed from the students, the graduates, the employers, and other stakeholders by the surveys conducted among them. The results of the self-analysis allow us to assess the progress and success, identify disadvantages and gaps, develop an action plan to eliminate them. The process of self-analyses allowed also to compare the results of YSC's with the results of the processes of Estonia, Latvia, Lithuania, and Amsterdam, Tbilisi Conservatories.

**Standart 2.7.** *In TLI there are objective and impartial evaluation of quantitative and qualitative information publications mechanisms about the updated quality of qualifications and educational programs.*

Yerevan Komitas State Conservatory is in the process in and follows the path of integration into the European Higher Education Area and the European quality standards are guidance for YSC(ENQA). Based on these criteria YSC has created Internal Quality Assurance Department, which has carried out YSC branch departments and activities of self-analysis. Conservatory gives an importance to quality problems which publish and elucidates with different ways taking into account the specifics of the university.

At present the following means are available for publication of information about conservatory education programs and quality awarded qualifications:

- YSC Strategic Plan 2012-2017 where is a great place for assurance quality education.
- The high quality of teaching at the Conservatory perfectionism has been and remains the main priority, which is conditioned by the external competitiveness of the university's students and the graduates' successes in various international festivals and competitions.
- Conservatory of qualitative information can be found at the European Association of Conservatories (AEC) website on [www.aec-music.eu](http://www.aec-music.eu), the YSC is a full member of it.
- In the Conservatory supreme governing body, submitted to the Council an annual report on the activities of YSC, which contains all data fields of the units (subdivisions).
- YSC's numerous guidelines drawn up by the Quality Department, which was discussed and approved by the Scientific Council of the YSC.
- YSC higher education qualitative standard comes up with students, graduates, Professor and lecturers' staff, in public performances, concerts, and the best concert halls as well as in regions.

Musicians' popular scientific material published in the newspaper, where reference is made to the quality of their educational programs and self-analysis questions, as well as

"Music of Armenia" magazine, where is published by the opinions of experts from different countries on YSC creative activities.

Effectiveness of teaching and learning outcomes in order to improve the quality and reliability of the Rector's Council of Scientific YSC meetings and discussions are taking place regularly adopted resolutions aimed at students in the current and final assessment and certification mechanisms and processes of modernization and improvement. Scientific Council meetings are held once a month, and the Rectorate sessions, 1 time per week. Unfortunately YSC website is under reconstruction, the informations about Scientific Council and the Rectorate decisions are presented by deans and heads of chairs.

### SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. Availability of infrastructure, management and administration in Accordance with the ethical standards</li> <li>2. Local management bodies (student, teacher) regulated stakeholders involved</li> <li>3. Availability of quality management and control structure</li> <li>4. Available for most categorized subdivisions</li> <li>5. Developing student autonomy and participation in university management processes</li> </ol>	<ol style="list-style-type: none"> <li>1. Electronic control system is still underdeveloped and availability head office and branches</li> <li>2. Lack of experience in the planning process</li> <li>3. Lack of experience of the self- analysis</li> <li>4. Data collected from the results of the incomplete implementation of internal quality assurance system in the university reform processes</li> <li>5. Low level of interest in the implementation of decisions towards Professor and teaching staff</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. YSC's management's interest in the formation of quality culture</li> <li>2. The presence of the Ministry of Education and Science and the Ministry of Culture in the Governing Council</li> <li>3. YSC's graduates participation in all Government cultural activities of the Republic of Armenia</li> <li>4. The Employers' interest for YSC graduates to provide a job</li> </ol>	<ol style="list-style-type: none"> <li>1. YSC's financial inflow of considerable dependence from the admission indicators</li> <li>2. The inadequacy of national educational legislation to Bologna problems and European standards</li> <li>3. All the projects are dependent on the implementation of concrete events and programs and are not distinguished with the stability and do not bear for the professionals to exchange experiences in continuous nature</li> </ol>

## CONCLUSION

YSC structure corresponds to the university's operational problems and Charter. The structures and compositions of the faculties correspond to the specialization of the preparing specialists and allow providing theoretical, practical and tutorial functions of the educational activities. According to educational, humanitarian and professional blocks, the number of departments providing the learning process corresponds to the standards of the Ministry of Education of R.A. The Issuing Chairs Group fully corresponds with the number of the specializations of professionals. YSC rector's duties are defined in the Charter, approved by the Prime Minister. Vice-Rectors' operational duties correspond to the direction of their activities and problems to be solved by them. The main directions of activities correspond to the Roster (job list). Overall, the organization corresponds to the requirements set, ensure its **mission** development and the culture of the music industry of R.A, for highly qualified specialists.

## III. ACADEMIC PROGRAMMES

**Criteria.** The AP are consistent with the institution's mission, are an integral part of institution planning and contribute to the mobility and internationalization.

**Standard 3.1.** *TLI's professions educational programmes consistent with the mission, are in compliance with state educational standards, and a detailed description of the qualifications awarded by the expected learning outcomes.*

The academic programmes of Yerevan State Conservatory of RA, are in line with the cultural needs and contribute to the development of culture, the spiritual and cultural values, preservation of the YSC's and is part of a strategic plan.

YSC is seeking to develop professionals with three-level educational programmes according to the standards established by the Government (QAC), Bachelor's and Master's degree programmes, graduate or higher education in the third degree (researcher).

YSC provides education 'Musical Art' specialty:

Bachelor of Art

Master of Art

Post-graduate researcher's academic degree.

YSC's Education Ministry programmes are approved by the appropriate academic standards and the curriculum descriptions consistent with them (Appendix).

YSC's educational programmes have general education, professional compulsory education training and elective (optional) training courses. In Curriculum design according to the semesters, are recorded the classroom and self-hours numbers, received from the credit numbers from the appropriate training.

In 2007, in the YSC there has been a transition of training organization as European credit system (ECTS). As a result of the latter application, the courses credits accumulate and thereafter remain in force, which promotes the students to provide academic mobility and further continuation of learning for the persons who missed the studies.

For example, the Instrumental performance – piano, in specialized bachelor educational programmes are available for 32 subjects, general humanitarian, general professional, with specialized educational parts as well as 240 credits of total credit value. The program ends with a graduate work protection, and the diploma concert performance. All educational programmes courses have the subject programmes that include the purpose of the subject, objectives, content, course learning conditions, teaching method, calendar plan, a list of literature and music material. Instrumental performance, piano specialization, 96% of the graduates of 2010/11 academic year, have shown positive results during the performance of the concert program. Results of surveys conducted among students showed that 60% of students are satisfied with the training.

Based on YSC's strategic program review and curriculum content and the structural design of the new trends, create measurable output of the learning outcomes (knowledge, skill, competence) based new educational characteristics, differentiated according to specialties and qualification degrees. (Appendix 3.1).

**Standard 3.2.** *TLI has appropriate professions education programmes with learning outcomes, teaching and learning methods of selection, policy that promotes the student center learning.*

YSC's as an educational service organization, the main problem is the effective teaching and learning in professional education programmes, and the effectiveness of continuous quality improvement, creation of favorable conditions.

It should be noted that, in the YSC's education programmes included, and the teaching methods are presented in training subject programmes, and learning methods are considered to be as an individual task performance, the part of which is clearly recorded in the educational plan.

On the other hand, the above was mentioned, that in the YSC are available with recent results formed/conditioned, and the appropriate levels of national qualifications framework, the characteristics of professional education programmes which are approved by the Government of RA.

Bachelor's degree of musical art in instrumental performance, piano specialization example:

	Learning outcomes	Teaching methods Learning methods
	General Competence	

	<p>Have oral and written communications with sufficient capacity.</p> <ul style="list-style-type: none"> <li>• Free mastering professional Armenian language and practice of written and spoken word.</li> <li>• Be able to compose professional texts.</li> <li>• Be able to analyze the logic of speech and judgment.</li> </ul>	<ul style="list-style-type: none"> <li>• Lectures in groups</li> <li>• Seminars</li> <li>• Homework tasks</li> </ul>
	Foreign Language Proficiency for everyday and Professional level of contact.	<ul style="list-style-type: none"> <li>• Lectures in groups</li> <li>• Seminars</li> <li>• Homework tasks</li> </ul>
	To work with special literature related to musical Art and science fields applying professional concepts and terminology	<ul style="list-style-type: none"> <li>• Lectures in groups</li> <li>• Seminars</li> <li>• Homework tasks</li> </ul>
	Analyze art works and events.	<ul style="list-style-type: none"> <li>• Lectures in groups</li> <li>• Seminars</li> <li>• Practical Training</li> <li>• Homework tasks</li> </ul>
<b>Professional Competency</b>		
	To realize the musical performance as a creative type, displaying artistic / stage presence, freedom of self-expression, performance will, creating a personal interpretation of a musical work.	<ul style="list-style-type: none"> <li>• Individual Training</li> <li>• Homework exercises</li> <li>• Musical performances comparative listening</li> <li>• Lectures in groups</li> <li>• Seminars</li> <li>• Homework tasks</li> </ul>
	Make use of the features of the analysis and interpretation of a musical composition assessment methodology, various national schools, in a sense of performance styles.	<ul style="list-style-type: none"> <li>• Lectures in groups</li> <li>• Seminars</li> <li>• Homework tasks</li> </ul>
	<ul style="list-style-type: none"> <li>• Mastering the musical-textual culture.</li> <li>• Copyright (or edited) note, text reading, deepening the interpretation</li> </ul>	<ul style="list-style-type: none"> <li>• Lectures in groups</li> <li>• Musical performances comparative listening</li> <li>• Homework tasks</li> </ul>
	<p>Knowledge and application of</p> <ul style="list-style-type: none"> <li>• Music memory mechanisms.</li> <li>• Listening - the mental processes of the features.</li> </ul>	<ul style="list-style-type: none"> <li>• Lectures in groups</li> <li>• Seminars</li> <li>• Practical Training</li> <li>• Homework tasks</li> </ul>



	<ul style="list-style-type: none"> <li>Emotional and volitional aspects types.</li> <li>Certain conditions of professional activity of creative imagination work</li> </ul>	
	Organize your own creative work, actively apply concert rehearsal (solo, ensemble, accompany) and concert activity.	<ul style="list-style-type: none"> <li>Musical performances comparative listening</li> <li>Homework exercises</li> <li>Participation in YSC's concerts, competitions, etc. organized by the academic staff of YSC.</li> </ul>
	<p>Mastering</p> <ul style="list-style-type: none"> <li>The musical creativity performance's pattern and methods.</li> <li>Preparation the musical works for the public performance.</li> <li>Preparing music creativity for recording in studio.</li> <li>Optimal means of organization and methods of the rehearsal.</li> <li>To try the other problems of the process.</li> </ul>	<ul style="list-style-type: none"> <li>Musical performances comparative listening</li> <li>Homework exercises</li> <li>Participation in YSC's concerts, competitions, etc. organized by the academic staff of YSC.</li> </ul>
	Apply theoretical knowledge in musical performance activities.	<ul style="list-style-type: none"> <li>Homework exercises</li> <li>Participation in YSC's concerts, competitions, etc. organized by the academic staff of YSC.</li> </ul>
	Act in different genres, styles, historical periods consisting of works Concert programs in public performances.	<ul style="list-style-type: none"> <li>Homework exercises</li> <li>Participation in YSC's concerts, competitions, etc. organized by the academic staff of YSC.</li> </ul>
<b>Pedagogical Competency</b>		
	To carry out educational activities in Middle Professional education institutions, as well as additional education (including the additional education of children)in providing institutions.	<ul style="list-style-type: none"> <li>Lectures in groups</li> <li>Seminars</li> <li>Practical Training with the children</li> </ul>
	<ul style="list-style-type: none"> <li>Mastering the general pedagogical,</li> </ul>	<ul style="list-style-type: none"> <li>Lectures in groups</li> </ul>

	psycho pedagogical necessary and complex knowledge. <ul style="list-style-type: none"> <li>Mastering knowledge about the pedagogical psychology and music activities.</li> </ul>	<ul style="list-style-type: none"> <li>Seminars</li> <li>Homework tasks</li> </ul>
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**Standart 3.3.** *TLI has students grading policy, according to learning outcomes, and provides academic honesty.*

YSC is based on the students' knowledge assessment and evaluation procedures, which aims to establish evaluation criteria, objectivity, affordability, efficiency, measure, based on the principles of transparency and identify modules from the student's knowledge, skills and abilities of the latest results of the qualitative formation.

YSC Based on the on currently implemented "Musical Art" profession curriculum characteristics, (one program involved in various specializations and one specialization involved various specializations, according to musical instruments, singing types, etc.), the size of the working classes in the curriculum, the type (class lecture and practical), the type of training (individual and group), as well as taking into account the importance of training the specialized knowledge and competence building of the student, the YSC used to test students' knowledge differentiated systems, according to the 3 main educational parts. A constituent part of the educational training of professional, musical performance assessment "Instrumental performance", "Vocal Art", "Conducting", "Composition" is carried out on specialties in 2 ways, according to the training provided curriculum requirements.

- Semi-interim one test, the musical performance or display in the presence of an assistant lecturer and head of the Department, and the semi-final test: musical performance or display of the examinational program in the presence of the professional Committee.
- Semi-interim one test, the musical performance / demonstration in the presence of an assistant lecturer and head of the Department and 20 credits of scale score estimated, semi-final test: musical performance or display of the examinational program in the presence of the professional Committee.

From the performing courses according to the decision of the chair, instead of interim tests and the final quiz, for exceptional / special circumstances as an assessment components can be considered a student's solo concert, performance with the orchestra, performance at the national and international at least in two stages of competition, etc.

Professional educational constituent part, not performance training assessment, also is carried out in 2 ways, according to the training provided the requirements of the curriculum.

- Two semi-annual interim test and the semi-final test
- Two semi-annual interim test and with 20 credits of scale score estimated, semi-final test in the presence of an assistant lecturer.

For «Musicology» specialization, in accordance with the decision of the Chair, instead of 'Profession' course test and the final quiz, as an assessment components, in exclusive / special cases can be considered the student's participation in national and international conferences, published scientific article, monograph, etc.

General professional educational constituent part assessment during the session, is carried out in 2 ways, according to the training provided the requirements of curriculum.

- Quarterly two interim test and the semifinal test.
- The quarterly two interim test, and with 20 credits of scale score estimated, semi-the final exam in the presence of an assistant lecturer.

The above 2 educational parts constituents:

- From the musical historical skills courses, the students' interim checks may be according to seminar session, oral or written tests, as course work test and the final exam, oral examination in paper form.
- From the musical theory with practical training skills, the students' interim checks may be according to seminar session, oral or written tests, course work, in practical exercises form, and the final tests and exams in oral / written examination paper form.

Humanitarian and socio-economic educational course constituents according to the profession, provided curriculum requirements are completed by semi-annual test.

From this educational course, the student's knowledge summary of final evaluation is done by means of multi-factor system, and 3 components of which are the attending the lessons and 2 semis interim check. (Appendix 3.2).

**Standart 3.4.** *TLI 's professions' educational programmes are consistent with the content of such other recognized professions education programmes and encourage the mobility and internationalization of students and teachers.*

Yerevan Komitas State Conservatory is the only Music University in the Republic of Armenia, that is why the university has carried out a meaningful benchmarking of SEP(specialized educational program) with the foreign countries like, best / leading universities in Moscow, St. Petersburg, Kiev, Minsk, Riga, Vilnius, Tallinn, Tbilisi.

The above mentioned almost all conservatories' subject programmes are adequate to the description of their content, are based on a common methodological basis developed in the former Soviet Union for musical universities. However, the structural and the credit system differences appeared at the universities mentioned, which are in the line with the Bologna requirements. For example, Estonian Academy of Music accepted 3 +2 model, RF continues to study 5 years in a row, giving the Specialist Diploma qualification / 1 credit = 36 hours /, Riga, 4 +2 / 1 credit = 40 hours /. In the RA the model has been accepted by 4 +2 / 1 credit = 30 hours /, which is applied in the YSC. In the meetings with the internal beneficiaries, as a result confirmed that the present education system needs to be reviewed and corrections, especially in that, that Bachelor's 1 Educational Plan does not allow to get in Master's degree

specialties' desired end-results, especially these specializations are on different zip codes in the list approved by UNESCO. That's why YSC applied MES (Ministry of Education and Science) with a proposal, to allow to organize the YSC's masters training in various professional educational programmes: Performance Art, Musicology, Composition, etc. The mentioned matters, the steps implemented by YSC, and the conclusions upon benchmarking results for musical structure of universities and the diversity of the credit system are also concerned to European Association of Conservatories, as YSC is a full member of the EU Association since June 1, 2011.

The «Poliphony» manuals published by AEC (Association of European Conservatories) are also studied.

Thanks to AEC's (Association of European Conservatories), the contacts are expanded and approved the YSC's opportunities with the best European Conservatories.

**Standard 3.5.** *TLI is available on the specialty curriculum monitoring, effectiveness evaluation and improvement policy.*

All subjects in the current and final checks are held in a presence of professional committees. Taking into account YSC's professional teaching subjects methodology, features, and more personal approach, it should be noted that is performed a multi-faceted, multi-factor monitoring. For example, in the piano faculty there applied a new method for professional performing arts evaluation. The Committee members appointed without discussions their evaluations, of which was then taken from the arithmetic average. On the basis of this experience, and confirmed and has been developed YSC student assessment procedures. The important parts of monitoring are the chairs, which are carried out the effectiveness and the development process of

the subject programmes. Performance evaluation types are the surveys carried out regularly among students and faculty members, the test papers given by IQAD.

AP's (Academic programmes) monitoring, evaluation and improvement process complete the Students' and FS's (faculty staff) various concerts, conferences and other data on the level of participation.

#### SWOT ANALYSIS

STRENGTHS	WEAKNESSES
1. Educational programmes are developed in accordance with the requirements of state educational standards.	1. A lack of experience of the annual monitoring of educational programmes.
2. Educational programmes are consistent with the institution's	2. Lack of the evaluation and review of the permanently functioning mechanisms of AP's full phase

mission. 3. There is a credit system of learning assessment procedures.	results. 3. The low level of the results of operative application. 4. No full compliance of the credits and hours for the student's self work.
<b>OPPORTUNITIES</b>	<b>THREATS</b>
1. The AP in conditions of saturation provide multi-professional training opportunities (soloist, choir artist, accompanist and teacher of the professional preparatory institutions, etc.) 2. AP can give in the same conditions great opportunities of flexibility.	1. The importation of credit system of the university system in RA is made a "top down" principle, without taking into account the peculiarities of creative universities. 2. Preparation of educational institutions the SMS (specialized music schools), arts and cultural centers, etc.) and YSC will be located under a different administration, which leads to inconsistencies in educational programmes.

## CONCLUSION

YSC's credit system in professional education programmes, some inconsistencies of the requirements of the Bologna do not prevent the university to prepare a full, competitive specialists. YSC's alumni successfully perform on the best stages in the world, taking part in authoritative competitions, etc., which proves that YSC's educational programmes effectiveness. Credit System hour counting types prevent free mobility of students. YSC's AP (Academic programmes) comparability problem is in the joint discussion phase with the member of AEC (Association of European Conservatories) and YSC.

## IV. STUDENTS

**CRITERION:** *TLI provides adequate support to the students to ensure effectiveness of the educational environment.*

**Standard 4.1.** *There are clear mechanisms to implement students' recruitment, selection and admission in TLI.*

Higher music education implies certain preparatory stages, i.e. preconditions. In order to become a professional musician one needs to start his/her music education at an early age in children's music schools (hereinafter CMS), arts or aesthetic centers, or other similar institutions. Today in RA specialty of musician is not very attractive, that's why YSC teaching staff representatives, i.e. those who work in other music organizations and groups as well, undertake appropriate advocacy for professional orientation among children, teenagers

and young people. Actions are carried out in several directions (music and arts education institutions, comprehensive schools, etc.) organizing concerts, parties, master classes, concert-lectures, etc. YSC teachers and students always participate there. It should be mentioned that School philharmonic organized by the Ministry of Culture bears similar function of the children's music education. YSC teachers and students participate in organization of its works.” Music interlocutor” initiated by the Conservatory, organizes music coverage works; concerts, lectures with participation of YSC staff and students, for comprehensive schools and universities of Yerevan and RA regions. Provision of services has been organized in YSC for professional orientation among groups of different ages; singing courses for young people and instrumental performing arts courses for teenagers. The above mentioned processes are carried out by the YSC departments of Performing arts and Methodology.

UNICEF children’s orchestra and children’s professional choir “Children’s voices” are considered an additional factor. They are headed by YSC teaching staff representatives.

Another factor stimulating interest towards specialty of musician is junior music competitions initiated by YSC, music schools and colleges. These competitions are as follows: competition after A. Babajanyan, “Renaissance” festival – competition initiated by Gyumri branch (YSC’s professors are always present as the jury members), junior choir competition of music and comprehensive schools (a compulsory program consists of works of Komitas and other classical Armenian composers, YSC professor heads the juries), “National instruments and song” competition which contributes to the development and enhancement of the Armenian folk creativity, “Zvartnots: Renaissance” festival-competition without age restrictions, and master classes initiated by YSC professors (they are conducted by YSC staff members D. Ghazaryan, G. Geghamyan, S. Martirosyan, S. Galstyan). Top ten from each region came to Yerevan; YSC best concertmaster and Folk Instruments Ensemble worked with them. This year it ended on June 4, and the best ones of all age groups participated in the Gala concert which took place in the Philharmonic Hall.

The “RA and Arcakh young talents development” target programme should also be mentioned. It is headed by the YSC professor, the RA Honoured Artist.

YSC’s teaching staff members, by the initiative of YSC, participate in the hearings, indoor and accounting concerts at the RA CMSs and music colleges. They also head the examination committees of final certification or participate there as committee members and have opportunity to get acquainted with the future applicants and their capacities.

YSC entrance exams are implemented in compliance with the admission procedures of RA Governmental and non-governmental institutions of higher education (according to the bachelor academic programme). Professional subjects examinations are intra-universal and, taking into consideration Conservatory’s professional peculiarities, all the professional subjects entrance examination criteria are elaborated by corresponding departments.

For each academic year the Conservatory presents in advance to the RA Ministry of Education corresponding proposals on changes of specialty list, examinations, admission and payment, as well as on organizing works of reception of the applicants' documents.

Examination criteria, standards, programmes and questionnaires are approved in accordance with the terms required by the Ministry of Education.

Admission organizing, conducting and implementation activities of the given year are analyzed and discussed in detail during the Scientific Council, Rectorate, Management council and Directors meetings of Gyumri branch after the end of each year's admission process. The analyses outcomes are included in the Conservatory report and are aimed to improve the process.

**Here are the admission indicators of the last 5 years.**

The number of admitted students		2007	2008	2009	2010	2011	2012
Bachelors	Full time	213	217	179	175	104	139
	Part time	-	11	15	-	-	-
Masters	Full time	-	61	60	133	215	124
	Part time	-	-	-	-	-	-
Researchers	Full time	4	3	2	-	-	1
	Part time	5	2	1	-	-	1
	Applicant	1	-	-	-	10	-
Students outflow							
Institution/country		2007	2008	2009	2010	2011	2012
		1	-	-	-	2	-
Students outflow							
Institution/country		2007	2008	2009	2010	2011	2012
		1	3	-	-	1	-
Dismissals and reinstatements							
The number of students		2007	2008	2009	2010	2011	2012
The percentage/number of students left out		20	29	18	13	8	1
The percentage/number of students reinstated		13	9	13	4	0	7
The number of students to according academic programmes and teaching forms		2007	2008	2009	2010	2011	2012
Bachelors	Full time	1161	1165	1094	777	722	740
	Part time	12	12	2	28	18	18
Masters	Full time	-	-	96	128	200	124
	Part time	-	-	-	-	-	208
Researchers	Full time	8	11	13	5	5	1
	Part time	9	13	13	5	2	3

	Applicant	1	1	1	1	10	10
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The student is dismissed from the Conservatory by the Rector's order in case if he/she has breached the disciplinary rules of the conservatory, hasn't paid the tuition fee in time, or has more credit debts (12 credits) than permitted. The student is informed about the reason/reasons of dismissal in advance. The student's reinstitution is implemented in accordance with the conservatory procedures.

**Standard 4.2.** *TLI has a policy and procedures to reveal the students' educational needs.*

There have initially been numerous mechanisms to reveal the students' educational needs in Yerevan State Conservatory after Komitas. Students' involvement in the governing body and various councils (scientific, faculty, student, etc.) stipulated by the RA legislation and the Conservatory inner regulations directly contributes to revealing of the students' educational needs. The students' feedback regarding the services provided by the university and the issues on various spheres are presented and discussed at the above mentioned councils. Effectiveness of revealing of the students' educational needs is mainly conditioned by the fact that in YSC education is mainly carried out through individual classes: professional classes, accompaniment, chamber ensemble, quartet classes, where the students are always enabled to voice their concerns and get the answers through individual contact with the teachers. Each student's progress, his/her problems and shortcomings are discussed regularly in professional departments, then conclusions and recommendations are made.

One of the main components of revealing the students' educational needs is the survey carried out among the students regarding the teaching quality and satisfaction of the received education ("Student's assessment of the university", "Student's assessment of the teacher according to the subject taught", "the graduate's assessment of the university", etc.). Their questionnaires are regularly reviewed depending on the changes of the Conservatory's objectives and problems. These surveys are directed to the students' evaluation of technical equipment and their assessment of the quality of teacher's activity, of the course and current examinations, as well as of the quality of the final examination and graduate work defense. The data gained from the surveys are analyzed and discussed in the relevant bodies (at the rectorate, faculties, departments, etc.) aimed to improve the quality.

Consulting services provided in the conservatory are also aimed to reveal the students' educational needs. Professional courses in the conservatory are carried out individually and the professional consulting service comprises the main part of the teacher's methodology.

**Standard 4.3.** *YSC establishes opportunities for additional courses and consultation to contribute to the students' effective learning.*

As it was mentioned above, education in YSC is carried out through individual courses. It means that a teacher always implements consulting service. That's why there is no need for



any special consulting courses. However, based on his/her own educational needs, the student can make use of other education services offered by the YSC, which are presented below.

Along with the 3 academic programmes, YSC also provides other educational programmes: preparatory and paid courses, as well as additional education.

YSC offers paid training (Appendix 4.1) when the applicant (often for "Vocal Art" specialization) wants to enter the Conservatory without having primary / basic music education. These courses last for 2 years. The given academic program is designed according to the basic standards of entrance examinations. A person who has attended and accomplished these courses enters the Conservatory in accordance with the YSC's admission procedure.

During the preparatory courses the foreign citizens are trained in accordance with the requirements of the admission examinations. Positive attestation of the preparatory courses can serve as a basis for the foreign citizens to enter the Conservatory. (Appendix 4.2).

The paid courses are offered to the RA citizens who wish to explore the performing arts (piano, violin, guitar, etc.); the duration of the courses depends on the applicant's wish.

The supreme objective of the additional education, i.e. of "Performing and Creative supreme master" courses, is to improve the professional qualifications of performing and creative people, their performance and creativity. It is offered to the people having Master's Degree in the specialty of Music Arts, i.e. instrumental performing and singing; the duration of the course is 2 years. Additional education is an opportunity for lifelong learning, as it doesn't have any age restrictions. (Appendix 4.3).

**Standard 4.4.** *There are clear procedures and schedule established in the TLI to support the students and to apply to the administrative staff for guidance.*

Any student of the conservatory can apply for help to the appropriate administrative worker at any time. Conservatory's office receives and registers the applications in accordance with the established "Office procedures", and then the applications readdressed by the Conservatory's rector are transferred according to the performers. All the needed (original) documents or the copies ratified by the established procedure, mentioned in the application are attached to the application. In the exceptional cases the raised issue is discussed at the Rectorate.

The process of applications received by the office is completed, if the students have been responded about the undertaken measures, the answer is given to the applicant either in written or oral form, as the applicant wishes.

The work of the heads of departments and deans of the faculties is of great importance for students' support and guidance. They are also actively involved in this process, and the students can apply to the faculty deans, their deputies, and department heads on any matter that interests them.

The Conservatory signs a contract with all the students on terms of learning the current Bachelor's or Master's academic program. The contract includes the total tuition fee and its amount for each year that may not be changed during the entire course of study. The tuition fee of the student reinstated after the dismissal is calculated on the amount of the given year, and a new contract is signed with him.

**Standard 4.5.** *There are services contributing to the students' career in TLI.*

Conservatory's best students participate in indoor, national and international concerts, competitions and festivals. Participation gives them some recognition; they get business invitations from various organizations, as well as invitations to continue their studies abroad.

According to the YSC Rector's decree N505-U 01.10.2011, Rector's assistant of Youth and management is responsible for consulting services connected with the students' career.

In addition, according to the Government's decree, a temporary committee has been established in the Conservatory to implement structural changes in the Conservatory and to establish Career center until December 2013.

**Standard 4.6.** *TLI supports the students to be involved in research works of the institution.*

"Students' scientific and creative" company contributes to the YSC's students' involvement in the research works. It organizes student conferences for musicologists each term and many students present their reports during these conferences. All the students of master's and bachelor's degrees participate in these conferences. Besides the students of the Conservatory and Gyumri branch, teachers and students of all the RA regions' music colleges participate in the conferences. The students present their reports and the teachers present their presentations. The topics of the reports include various issues from ancient music culture to contemporary music. The authors of the best investigations are involved in the scientific research activities.

**Standard 4.7.** *There is a body responsible for the students' rights defense in TLI.*

The Conservatory's Students' Council ensures the students' self-governing activities, expresses and defends their interests. The council's relations with the conservatory's administrative bodies, subdivisions, other organizations and individuals are implemented in accordance with the YSC statutory (Appendix 1.1), YSC Student Council charter (Appendix 4.4) or on the basis of the contracts. About 10 % of the students are involved in the Student council and its separate subdivisions. The students regularly participate in the conferences of the student councils, as well as of the faculty student councils. During the conferences, appropriate solutions and clarifications are given to the students' problems through discussions. Conservatory's administrative bodies are also involved in the conferences if needed.

In order to implement their objectives, Student Councils of the Conservatory and Gyumri branch resolve the following problems:

- To support the improvement of the educational process, to improve advancement, to organize students research works.
- To spread information among the students.
- To present and defend the students' interests in the administrative bodies of the YSC Head and Gyumri branch.
- To support the preservation of discipline in educational buildings.
- To establish and develop relations with the student and youth organizations abroad.
- To organize and hold student and youth holidays.
- To organize students' leisure and pastime.

It is also envisaged to establish committee for the students' rights defense and legality maintenance in the Conservatory (approved by the corresponding regulations) in order to defend the students' rights and interests. Its main objectives will be the proper processing of the students' claims and applications, exchange of information with the Student Council aimed to defend the students' rights, efficient resolution of the problems, etc.

**Standard 4.8.** *There are mechanisms of quality assurance and of assessment of the students' educational, consulting and other services in TLI.*

YSC's IQAD implements continuous study of the activity of each infrastructure aimed to reveal and resolve the problems. In order to reveal the students' educational and other problems, as well as to assess the provided services and to assure quality, IQAD has elaborated and uses various questionnaires where a student can assess the activities of administration, faculties and departments, supporting staff and infrastructures. There are some multi-profiled questionnaires aimed to assess the academic programmes, course conducting, the current grading system and the teachers. The questionnaires data are elaborated and analyzed by IQAD, then they are presented to the rector, are discussed with the appropriate infrastructures, and resolutions are offered. Questionnaires results and comparative analyses are published in the guidelines designed by the Quality assurance system. They will be also presented in the Conservatory's official site after its reset (it is currently being restructured).

#### SWOT ANALYSIS

STRENGTHS	WEAKNESSES
1. Availability of the officially approved procedures for academic programmes and consultation, assessment and quality assurance.	1. Low level of the learning motivation among the mediocre students. 2. Passive participation of the

<p>2. Availability of the students' recruitment and admission implementation policy and mechanisms.</p> <p>3. Individual approach towards the students.</p> <p>4. Availability of the body responsible for the students' rights defense on behalf of the Student Council.</p>	<p>Students' council in the process of the YSC's internal Quality assurance.</p> <p>3. Non-official relation between YSC and graduates.</p>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<p>1. Increase in state financing of the students' teaching.</p> <p>2. High level of musical potential of most students.</p> <p>3. Students' volitional qualities to overcome the difficulties arising on professional development path.</p>	<p>1. Low remuneration of the professional musicians in RA.</p> <p>2. Some students' primary/basic education is incomplete.</p> <p>3. Student's insufficient knowledge of foreign languages.</p> <p>4. Students' skepticism towards successful implementation of the YSC reforms programme.</p>

## CONCLUSION

Among the most important objectives of the Conservatory's Strategic program is to preserve and increase the number of students. In spite of the unfavorable conditions for culture enhancement at the modern labor market, Conservatory's applicants' flow is stable, i.e. implemented works on professional orientation are effective. YSC administration always takes into account unfavorable circumstances of the environment and first of all, strives to preserve the students' current system. In order to achieve this goal, the Conservatory has reviewed its entrance opportunities of planning long-term SP in order to match the professional academic programmes with the needs of the labor market, and to quickly respond and adapt to the environmental changes.

As the labor market is saturated and demand for professional musicians is decreased, Conservatory plans to carry out activities directed to reveal new possibilities. It is envisaged to enhance the foreign students' involvement system providing them with both English and Russian education. It is also envisaged to be involved in the international programmes to ensure the students' and graduates' mobility.

## V. TEACHING AND SUPPORTING STAFF

***CRITERION: Institution has teaching and supporting staff that possesses all the necessary professional qualifications to achieve TLI mission and to carry out AP objectives.***

**Standard 5.1.** *TLI conducts procedures and selective policy for high qualified teaching and supporting staff to carry out the academic programmes.*

YSC activity is very successful thanks to the experienced and skilled staff. YSC pays special attention to the qualified staff issues and the following is said in the strategic programme (Appendix 1.2).

To involve qualified teaching staff ensuring continuous training opportunities, as well as modern and favorable working environment for them:

- a) Replenish and improve the teaching staff in accordance with the international criteria of quality assurance.

Actions for resolution of the problems are as follows:

- To review the working procedures of the Conservatory teaching staff establishing criteria for pedagogical, scientific work experience and ages.
  - To ensure formation of the teaching staff based on competition and to clarify criteria of teaching post distribution.
  - To carry out multiple assessment of the teaching staff according to professional readiness, pedagogical skills, personal description and age.
  - To elaborate long-term programmes for training and recruitment of the teaching staff.
  - To encourage the teachers' scientific and creative progress and mobility.
  - To organize teachers' training for conducting electronic classes and for teaching in a foreign language.
  - To elaborate training programmes cooperating with the corresponding international institutions.
- b) To increase the workers' social level. Actions for resolution of the problems are as follows:
    - To develop salary payment variation mechanism for the teaching staff according to the activity outcomes and work efficiency aimed to stimulate and improve vocational skills.
    - To elaborate the programme of the average salary increase of the Conservatory's teaching staff.
    - To establish Conservatory's fund of social benefits for the workers aimed to enlarge the frameworks of current programmes.
    - To invest effective mechanisms of management and collecting fund means.
    - To assist the work of the Trade union.

YSC educational process is carried out by the teaching staff possessing necessary qualifications that ensure training of specialists according to the state educational criteria.

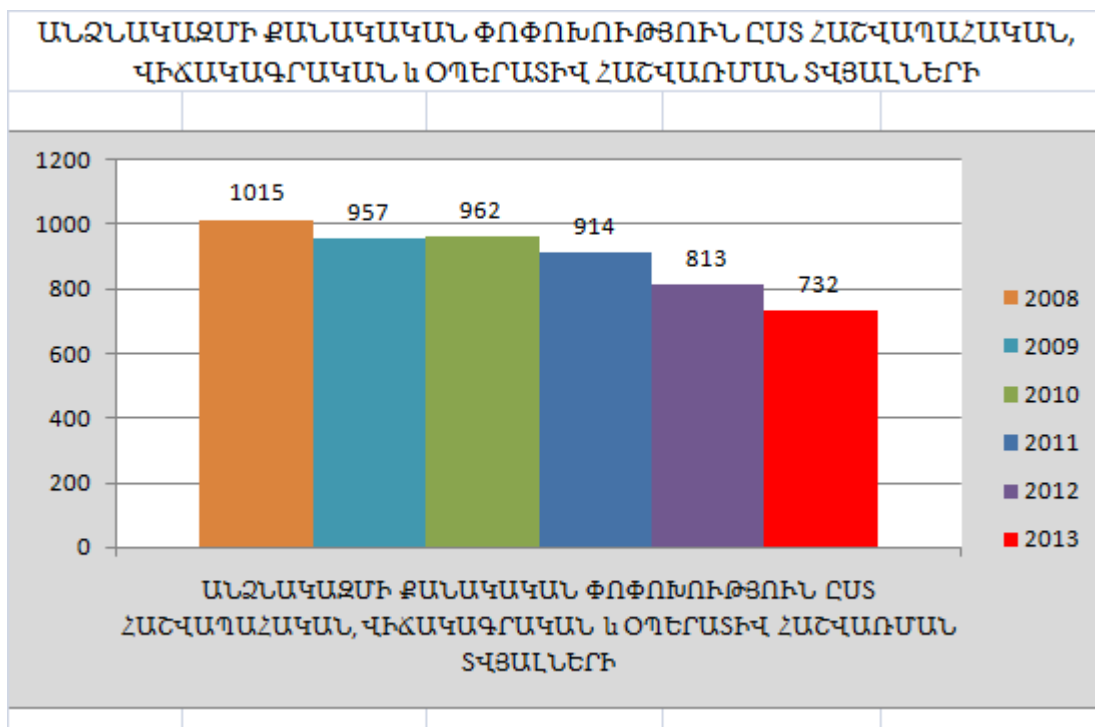
There is a selection procedure for the teaching staff in YSC and distinct processes to carry it out that was confirmed by the decree of the Scientific Council conference on October 29, 2010 (Appendix 5.1). This document estimates criteria of pedagogical post establishment and formation procedure, as well as principles of contract re-making and post assignment in exceptional cases.

Competitive selection of the teaching staff is carried out by the criteria published beforehand. Such criteria are vocational education, qualification, specialization, work experience, pedagogical skills, scientific degree and title.

The teaching staff is distributed among 24 faculties and interuniversity departments. YSC department is a scientific and academic subdivision that unifies the staff having common vocational skills and carries out teaching of the certain part of curriculum.

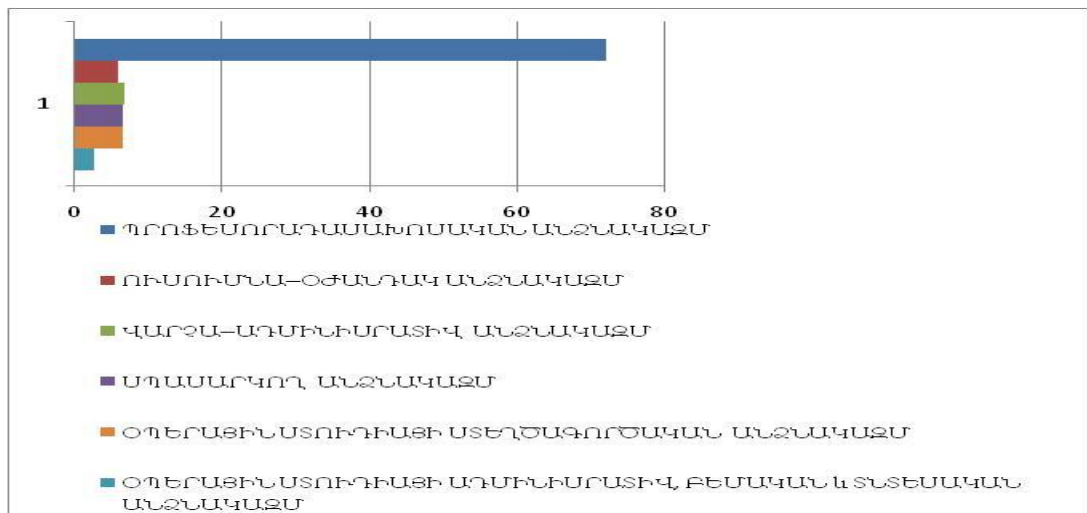
After the sharp increase of the teaching staff 2000-2010, there has been registered decrease of the YSC total staff number for the last 5 years.

Chart 1



In chart 1 are presented quantitative changes of the staff according to accounting, statistic and operative registering data, including 15 workers that are having physical vacation and are accredited (creative, performing and scientific workers). It should be mentioned that in 2011-2012 the teaching staff comprised 58% of the total staff, and in 2012-2013 it increased to 72 %. The mentioned data confirm TLI objective – to optimize the administrative staff and to strengthen the teaching staff.

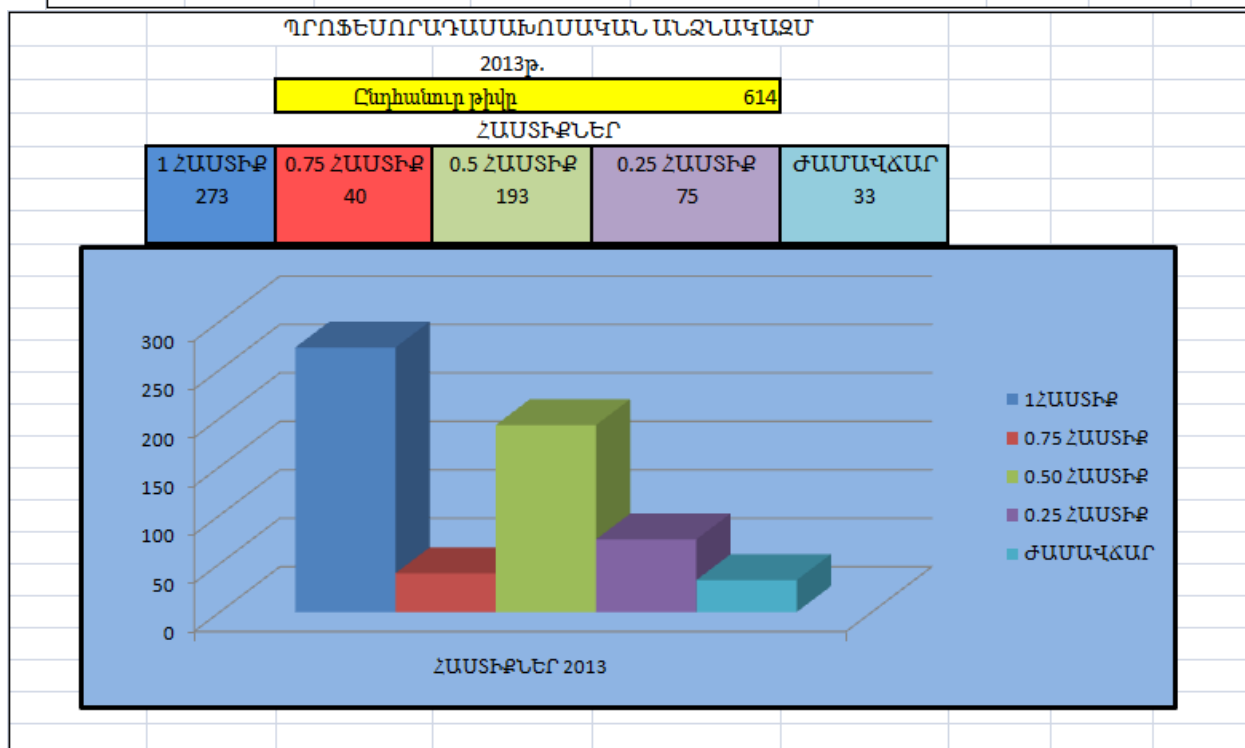
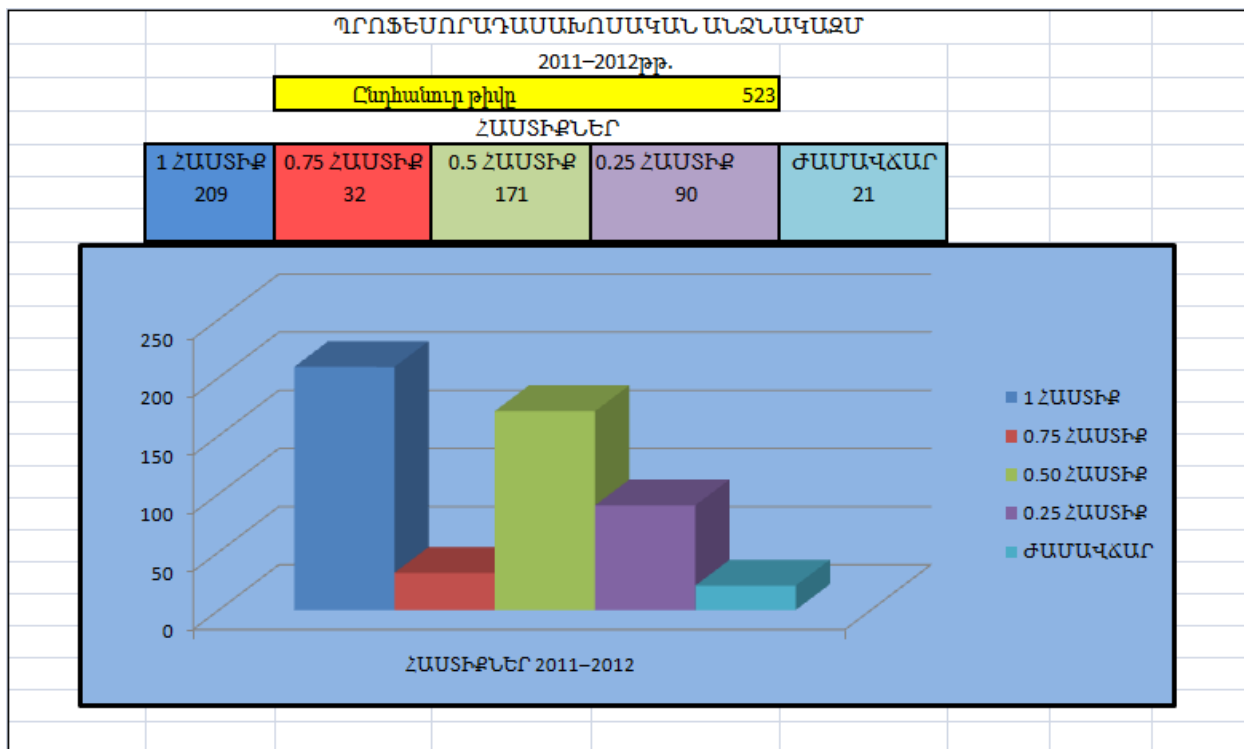
Chart 2



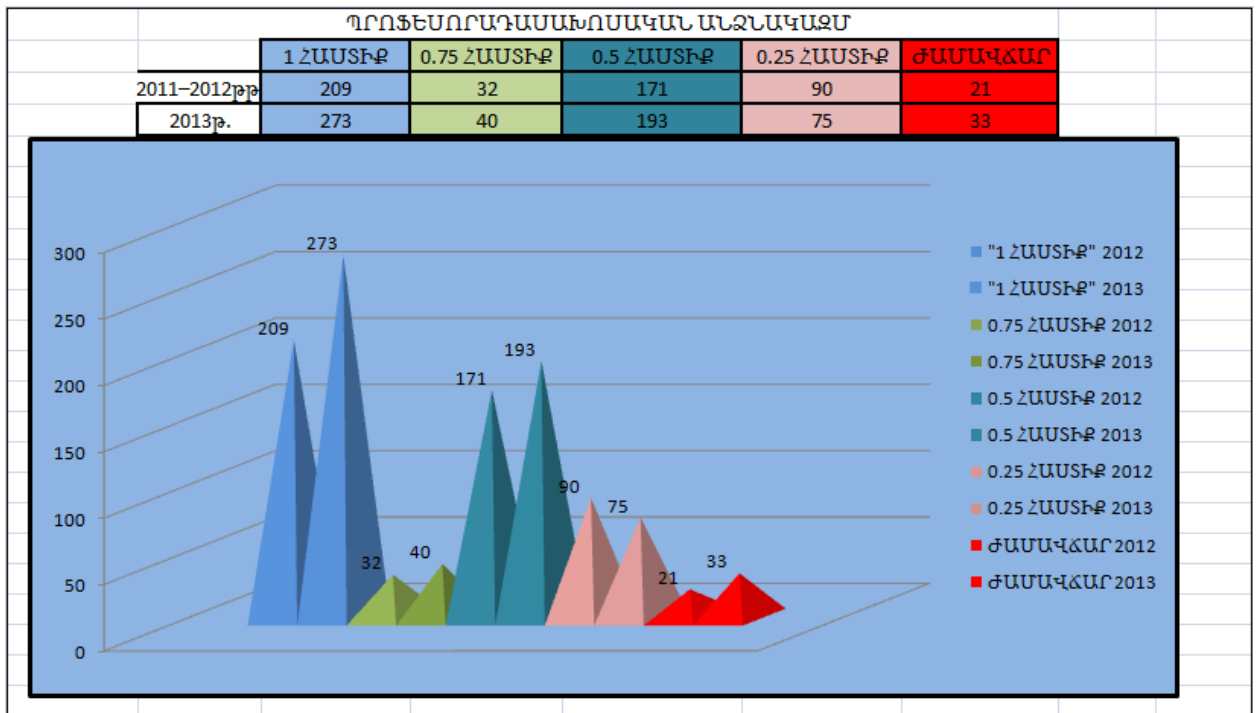
Quantitative correlation of teachers and students confirmed by the RA government (Appendix...)

This coefficient enables to ensure high quality education and also individual approach in the teaching process. 537 specialists have 614 staff rates. In the chart 3 the staff rates of 2011-2012 and 2013 are compared.

Chart 3

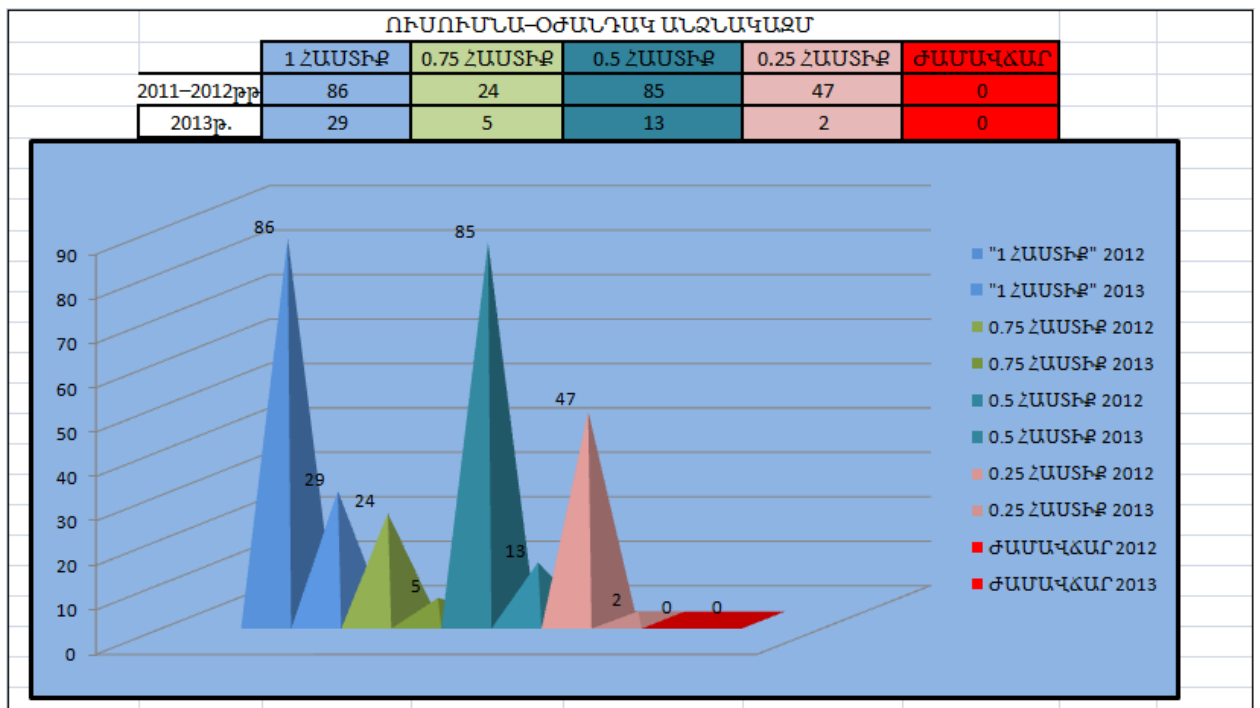






The changes of the teaching staff are conditioned by the decree of the YSC scientific council of 2012 to establish vacancies for the academic assistant in the teaching staff. Recruitment of the given staff rates was organized by the YSC competitive committee and an announcement was published in press. Those who had worked as illustrators or accompanists in YSC and other people having appropriate education participated in the competition to occupy the position of an academic assistant. Staff rates of illustrators and accompanists were eliminated from the YSC supporting staff rate and as a result, it was reduced 5 times.

Chart 4



Establishment of the academic assistant staff rate was conditioned by the specialists' work quality improvement, their admission to job through competitions, their full participation in the department works, promotion prospective, and necessity of salary increase and improvement of work conditions. Legal bases of holding participation and other documents are presented in the Appendix.

Terms of the teaching staff formation and the principles of job assignment are presented in the YSC Regulation on Teaching staff formation and in the Conservatory procedure on job assignment, transfer to another job, dismissal, promotion, encourage and submission to disciplinary penalty. (Appendix 5.2).

Taking into account the peculiarities of Conservatory activity it should be mentioned that creative, scientific and pedagogical spheres are closely correlated. The annual report of staff meeting includes creative, scientific, pedagogical, educative and organizing components.

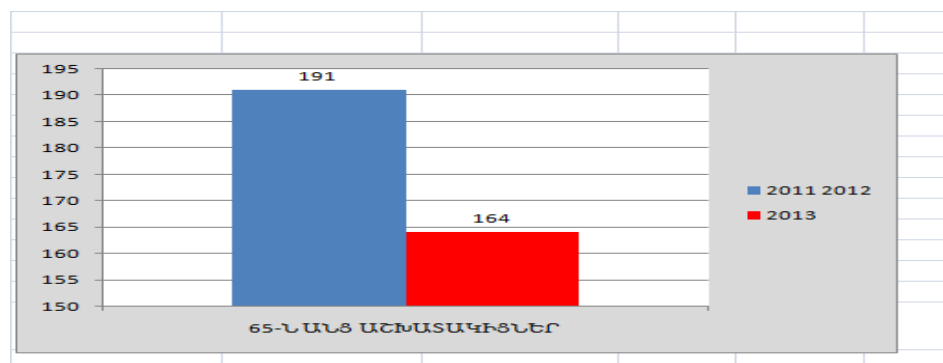
The occupied position, qualification, the framework of scientific interests and TLI needs are taken into basis while planning workload. Volume and kinds of pedagogical workload are connected with the creative and concert activity, as well as scientific research. They are aimed to contribute to the professional growth.

Investigations show that almost all the teachers fulfill the planned duties successfully, combining pedagogical, concert, creative, scientific, educative and social activities.

YSC teaching staff is capable to ensure the students' high quality education meeting today's needs. Its evidence are common work indicators, results of current exams, conclusions of state committee members, reviews of educational bodies, numerous state and international awards and prizes given to the YSC staff representatives, etc.

One of the YSC most important strategic objectives is rejuvenation of the staff in general and of the teaching staff in particular. Today 22% of the YSC workers are pensioners.

**Chart 5**



Since 2012 short-term contracts of up to 2 years have been signed with them. It doesn't refer to the administrative, supporting and service staff. They have termless contracts in accordance with the RA Labor Code. At the same time, we would like to mention that in 2013 the number of workers from 22 to 49 was reduced by 2 % as compared to previous years.

Chart 6  
YSC workers' age groups database for 2011-2012.

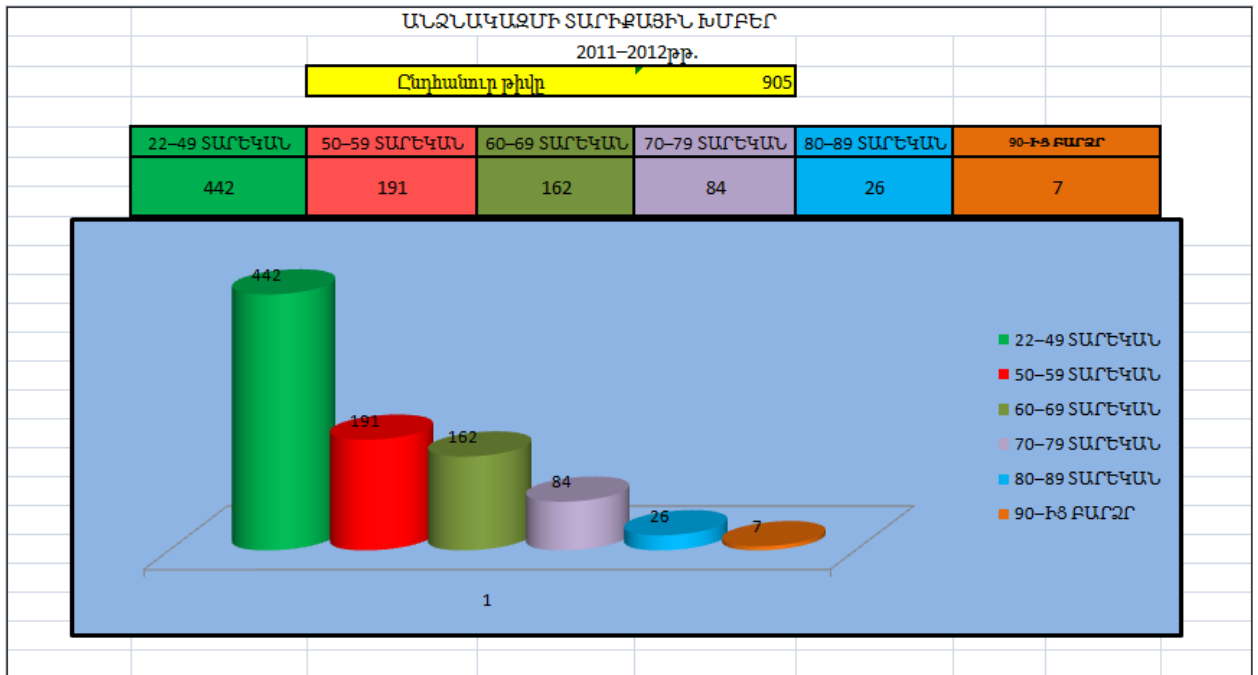
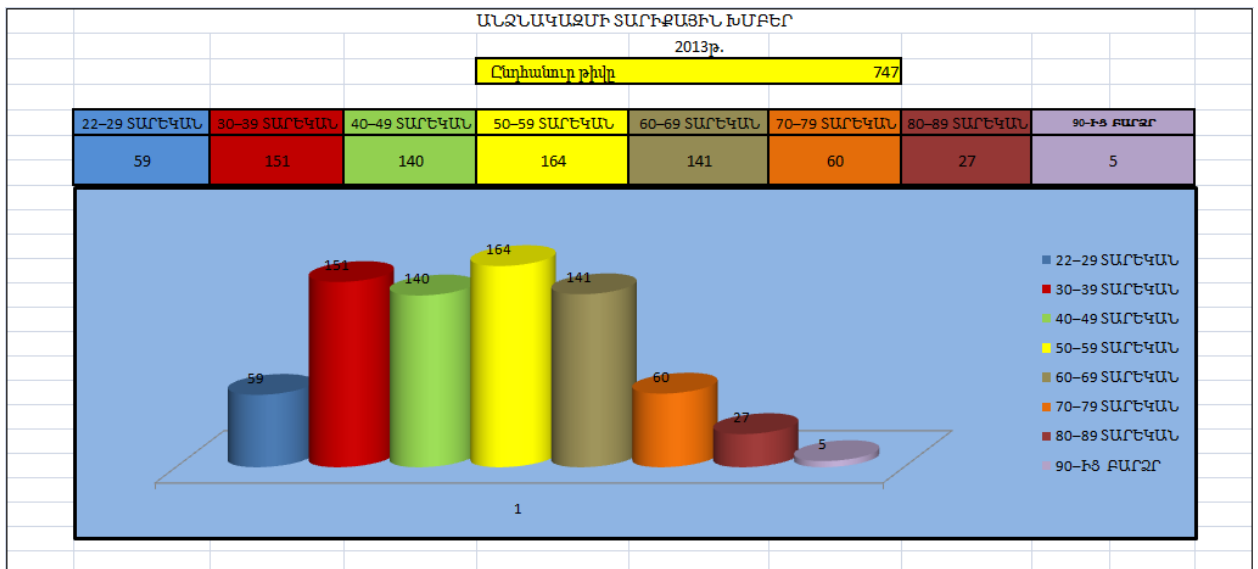
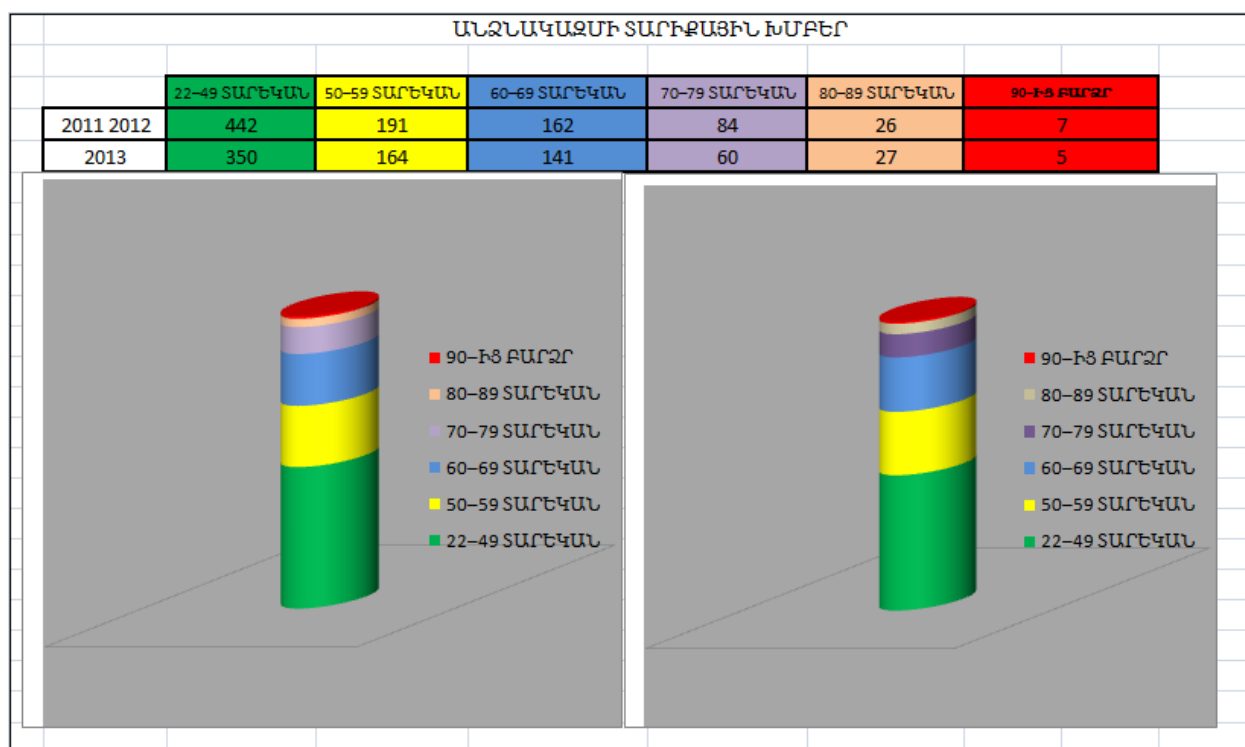


Chart 7  
YSC workers' age groups database for 2013.



**Chart 8**  
**Comparative analysis of the data given above.**



98 % of the YSC teachers are YSC graduates. Qualifications of the scientific and pedagogical staff fully correspond to the needed requirements. The principles of the teaching staff formation are professionalism, generations' heritage and experience. Following these principles allows to preserve and develop the teaching level, it also contributes to the establishment of scientific and creative schools.

**Standard 5.2.** *There are clear requirements presented to the teaching staff professional qualities established for each TLI academic programme.*

There are academic programmes for Art bachelor, Art master and researcher. In order to ensure professional progress, the assessment of the teaching staff quality is carried out through competitive system, and on the bases of its results work contracts are signed for maximum 5 years. Academic, scientific, pedagogical and social activity indicators of previous years are taken into account. The applicants' candidatures for YSC teaching staff positions are discussed in the corresponding departments, where clear requirements for professional qualities are designed. Each department discusses and investigates thoroughly the applicants candidatures for teaching staff positions.

5 permanent teachers are PhD, 41 are MA, 1 is the USSR People's Artist, 11 are ASSR and RA People's Artists and 61 are either ASSR and RA honored Artists or honored Art workers or Honored Workers of Culture titles.

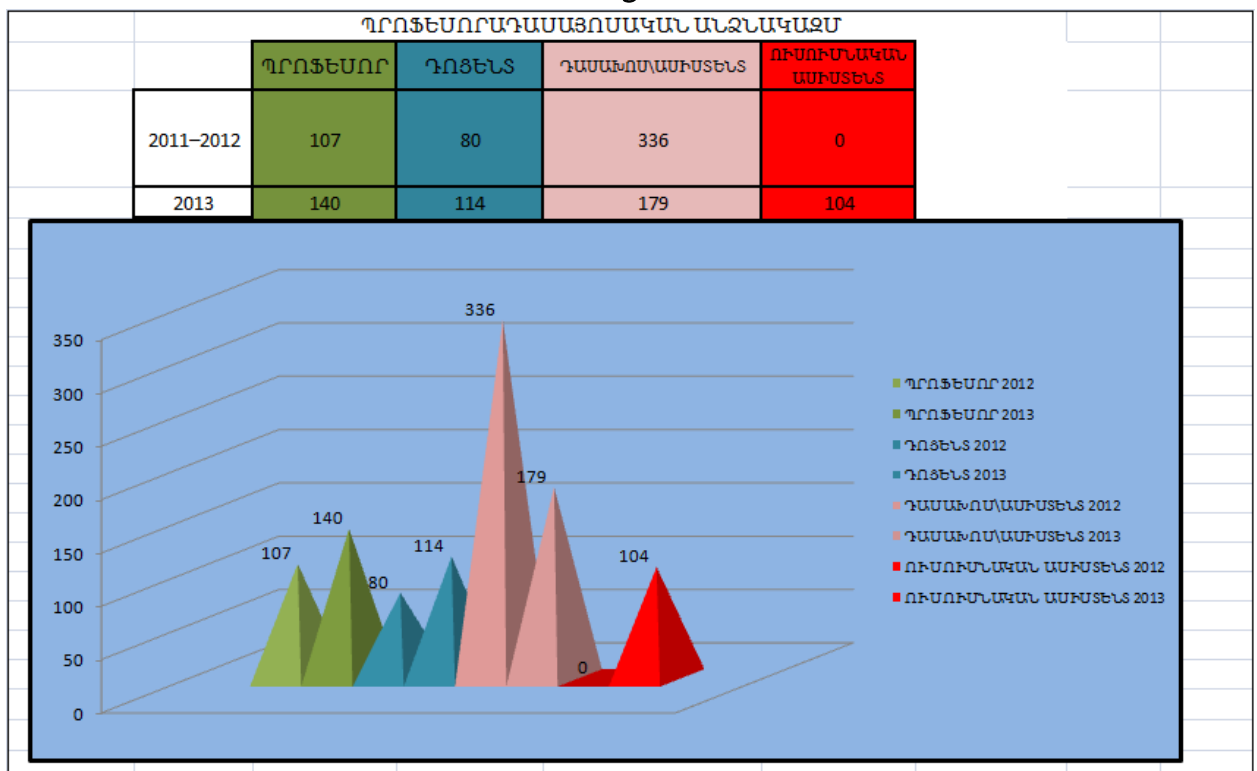
120 workers have been awarded with RA state awards and medals, RA prime minister's certificates, as well as medals and certificates of RA Ministry of Culture.

110 teachers are laureates of international competitions after Van Cliburn, Margaret Long, Vinyavski, Chopin, Bach, etc.

All the teachers of Master's programme have professional or associate degrees. All the teachers of postgraduate programme have PhD or Doctoral degrees. Most supervisors of postgraduate students are YSC permanent workers; they have theses, scientific works and corresponding permission to supervise the given themes.

26% of all the teachers have academic ranks of Professors, and 21% - of Associate Professors. The chart of the teaching staff qualifications according to the data of the last 3 years is presented below.

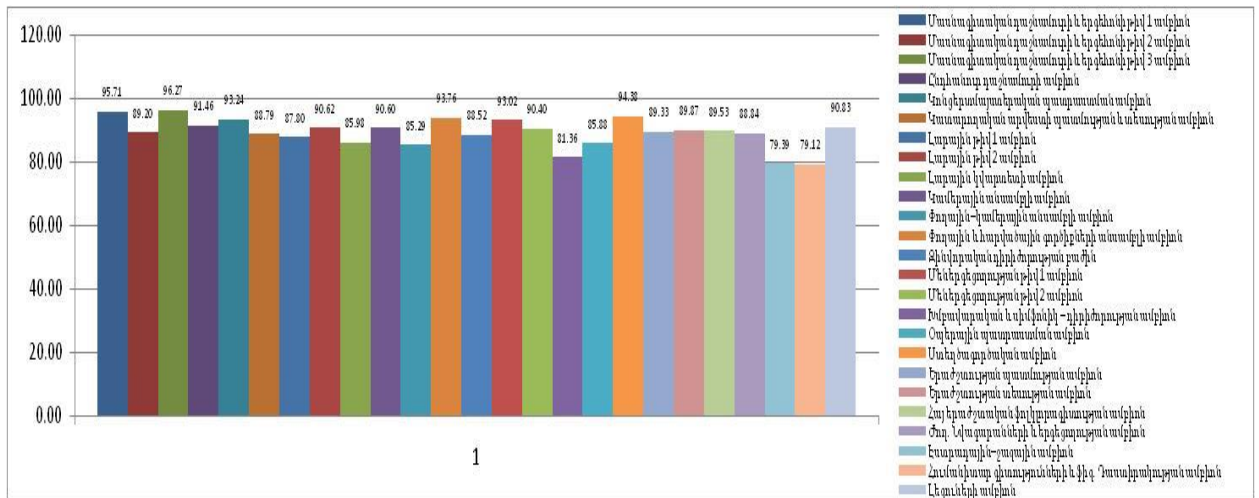
**Chart 9**  
**Teaching staff.**



**Standard 5.3.** *TLI has established clear policy and procedures for periodical evaluation of the teaching staff. In general students evaluate highly the teachers' authority, their professional, moral and psychological characteristics. Students' and graduates' surveys prove the work effectiveness of the teaching staff.*

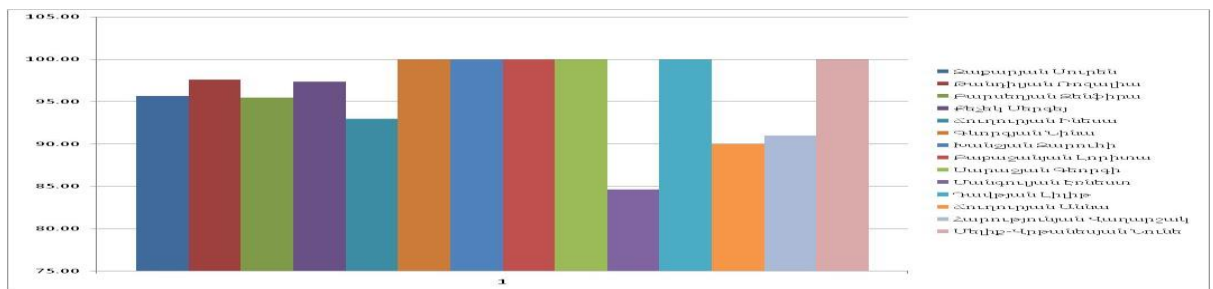
The students' assessment of the teaching staff according to the departments.

Chart 10



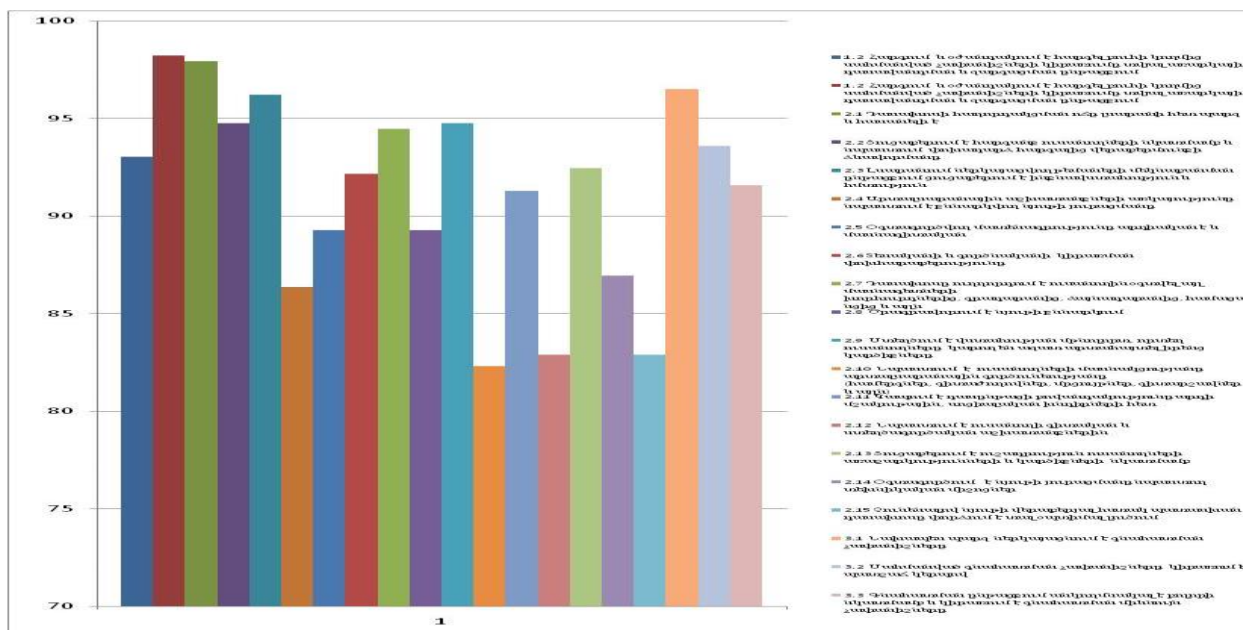
Each head of department had the opportunity to get acknowledged to the students' assessment of his/her teaching staff. Here beneath we present the students' assessment of the teaching staff of one department.

Chart 11



The next chart shows the student's assessment of a teacher of one certain subject.

Chart 12



The questions addressed to students are grouped in corresponding themes, aimed to reveal the teacher's work effectiveness in the following directions:

- ✓ Responsibility and TLI norms' fulfillment
- ✓ Teaching and learning process
- ✓ Assessment

YSC Piano Faculty Council has developed a new policy; all the teachers of the faculty's specialized departments have to conduct an open class during each academic year. These classes differ greatly from traditional class hearings: both the students and the teachers have an opportunity to participate at these classes.

Students' concerts organized by the YSC teaching staff, as well as their performing and research activities are also criteria of quality assessment.

**Standard 5.4.** *TLI carries out measures directed to the teachers' improvement according to the needs revealed in the result of external and internal periodical assessments.*

As it was mentioned above, 98% of the YSC workers are the YSC graduates. In YSC preparations for scientific and pedagogical activity start from the first course (participation in the discussions and scientific meetings, work at creative laboratories, preparing of course and diploma works). The best graduates become laboratory assistants having further perspectives for scientific and methodological growth. During the last 5 years TLI's 19 teachers have defended PhD, and 1 teacher has defended Doctoral Thesis. Currently a number of theses have been presented for PhD and Doctoral Degrees. Scientific Council and Rector pay great attention to preparing and training of the pedagogical staff, and to the teaching process improvement. Because of the lack of financing YSC postpones the opening of the Quality improvement faculty, where 100% of foreign specialists' participation is stipulated, as YSC is the only TLI in RA that prepares specialists in the sphere of music.

Teachers' qualifications improvements are conditioned by:

- Availability of postgraduate courses (postgraduate academic programme for “Music Art” specialty with the researcher qualification. Currently there are 3 students studying in this system).
- Satisfactory terms for PhD and Doctoral theses implemented in the application system (provision of the paid creative vacations).
- At present YSC’s 6 young workers are preparing their theses in the application system.
- Courses of foreign language.
- Organizing and conducting of master classes with participation of the YSC potential and the leading specialists of foreign music LTIs.
- Invitation of the leading scientists and specialists aimed to teach the students and teachers.
- Organizing and conducting of scientific and methodological seminars, conferences, festivals and music competitions.
- Provision of creative vacations to the participants of concerts, festivals and conferences.

TLI treats the people willing to improve their professional level with great respect. It contributes to the improvement of the teachers’ pedagogical skills and to their authority enhancement among the students.

**Standard 5.5.** *TLI guarantees the stability assurance of the teaching staff meeting the requirements of the needed academic programmes.*

96% of the YSC teachers are principal staff workers thus ensuring its stable activity.

Reforms of the YSC human resources were made in the result of the teachers’ workload audit that was conducted by the Quality department in 2012. Quantitative inadequacies of the students and teachers, as well as some non-proper accountings of the academic hours were revealed. At the same time, some corrections in the academic and working programmes were made by the YSC Scientific Council proposed by the Education department. In the result of collaboration of the Education department and the faculties, hyper-loading in the academic programmes of the Vocal department, as well as availability of similar subjects (modules) were revealed. Re-distribution of the academic hours was made, and the number of workers having 0.25 staff rate was sharply reduced in 2013, as you can see in the chart 3.

**Standard 5.6** *TLI implements procedures and policy of assurance of the teaching staff professional progress.*

During the previous 6 years the following academic titles were established by the YSC Scientific council.

	2007	2008	2009	2010	2011	2012
PROFESSOR	4	3	4	5	12	8



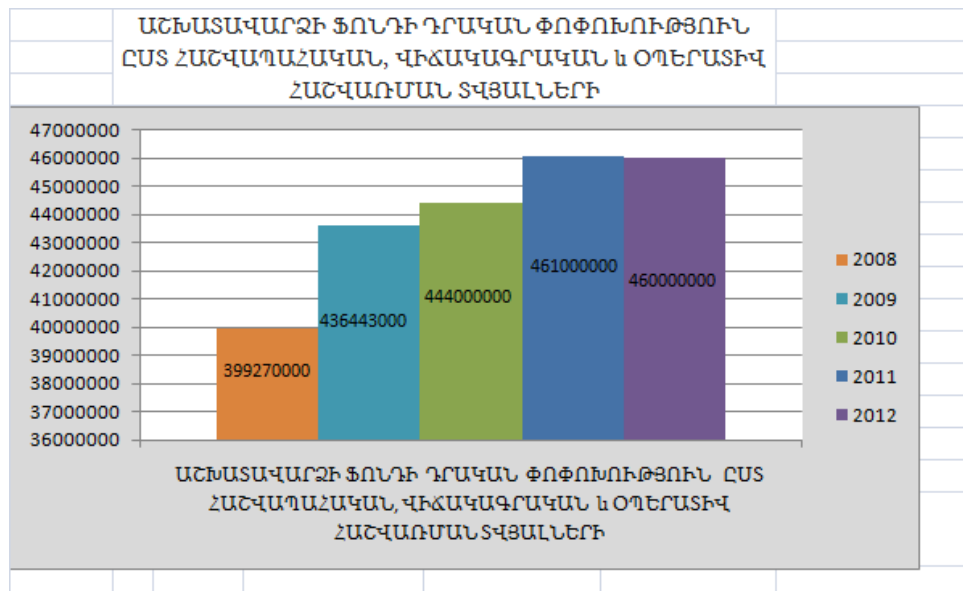
ASSOCIATE PROFESSOR	15	12	37	5	16	8
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The list of the teaching staff according to education, qualification and work experience is also presented (see Appendix 3). The existing data are the evidence of positive changes in the formation of the teaching staff potential.

At the same time, work outcomes were directed towards the growth and stability of the YSC workers' welfare. It is evident that there is a slow growth of the salary fund. The average salary was increased by 86 % in 2013 as compared to 2008, though it was decreased by 1,000,000 AMD according to the data of 2012.

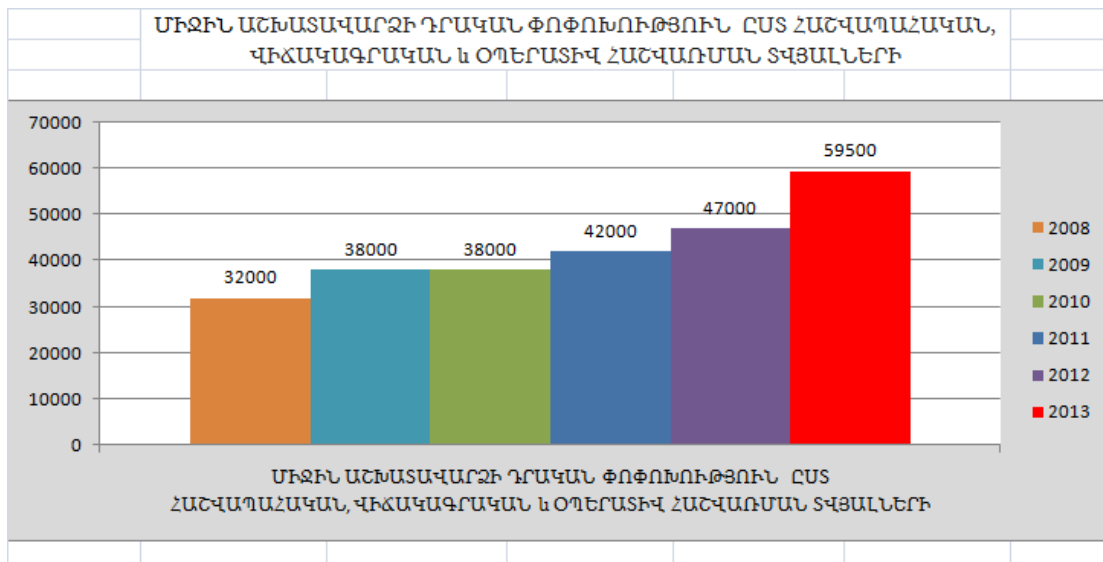
**Chart 13**

Comparative analysis of the salary fund.



**Chart 14**

Comparative analysis of the monthly average salary.



**Standard 5.7.** *TLI has administrative and supporting staff needed for implementation of the strategic objectives.*

Staff policy of the YSC administrative department is aimed to form, regulate and improve professionalism of the teaching staff; it also ensures stable progress for qualified specialists. The administrative department implements organizational and pedagogical activities, thus contributing both to successful resolution of the current problems and to self-development and progress.

#### SWOT ANALYSIS

STRENGTHS	WEAKNESS
<ol style="list-style-type: none"> <li>1. YSC has monopoly in RA higher music education market, it prepares qualified staff reserves in compliance with the TLI mission and strategic objectives.</li> <li>2. Established traditions and advanced teaching experience of professional music subjects.</li> <li>3. Musicological rich potential, leading positions, availability of internationally recognized scientists.</li> <li>4. Music educators' and their students' performing activity, availability of internationally recognized specialists.</li> <li>5. The above mentioned two points are additional stimulating mechanisms for professional growth of the teaching staff.</li> </ol>	<ol style="list-style-type: none"> <li>1. Slow growth of the teaching staff salaries as compared to the RA consumer basket.</li> <li>2. TLI workers have not been involved in the Additional social package granted by the State.</li> <li>3. Staff aging.</li> <li>4. Conservatory is the only TLI in RA that provides higher music education, but it doesn't have permanent training courses.</li> </ol>

6. Teachers' participation in RA different musical groups improves their teaching methodology. 7. Availability of teachers awarded with the RA numerous state titles, diplomas and medals.	
OPPORTUNITIES	THREATS
1. Involvement in the international programmes that will bring to the teachers' full mobility.	1. Because of the social insecurity there is an outflow of the young staff trained by YSC. 2. In this case the staff aging may lead to conservatism of teaching methodology and academic programmes implementation.

## CONCLUSION

The only guarantee of educational quality assurance of the Yerevan State Conservatory after Komitas is availability of the high qualified teaching staff that ensures high level of training for music specialists.

Maintenance of the teaching staff and formation of the qualified potential are the most important strategic targets.

Optimal and effective use of TLI's staff potential is of great importance because there are a number of unfavorable external factors. Another strategic objective of the Conservatory development is to improve TLI's management system and to increase its efficiency and quality of the administrative service. This will ensure collegiality and transparency of decision making management processes of the main spheres of the Conservatory activity. It will also stimulate AP further development that is in line with the Bologna principles.

Positive assessment of TLI's organizing activity and staff policy can be a basis for the following conclusion: it has great opportunities for the staff potential progress.

## VI. RESEARCH AND DEVELOPMENT

***CRITERION. TLI ensures implementation of research activity and link with learning.***

**Standard 6.1.** *There is a strategy expressing interests and claims in research sphere in TLI.*

In YSC research strategy and directions are established on the basis of the Conservatory's Strategic programme articles II A – II D of 2012-2017.

The link between YSC strategy and research directions is ensured by the scientific development strategy approved by the YSC Scientific Council.

Department conferences (YSC's Department model Regulation; chapter 2, clauses 2.2, 2.3, 2.4, 2.5) and YSC's Scientific Council conferences (YSC's Scientific Council Regulation; chapter 2, clause 2.8) are the mechanisms of research outcomes approval in YSC.

*Analysis of YSC's strategy efficiency regarding interests and claims in research sphere of the last 3 years hasn't been implemented, as all the corresponding documents and regulation bases were ensured last year.*

**Standard 6.2.** TLI has a long-term strategy, as well as medium-term and short-term programmes expressing TLI's interests and claims in research sphere.

YSC has a list of scientific development medium-term and short-term programmes approved by the Scientific Council.

The choice of research implementation methodology is given to the researcher. It is up to researcher to choose preferable and efficient means of his/her problem resolution.

Requirements presented to publications of research carried out in YSC are established in accordance with the requirements of peer-reviewed scientific journals included in the list published by RA HCC.

YSC's Scientific Council has approved the technical and other concepts presented to research publications in YSC's scientific journals.

Analysis of YSC's medium-term and short-term programmes efficiency regarding interests and claims in research sphere of the last 3 years hasn't been implemented, as all the corresponding regulatory bases were established in 2013.

**Standard 6.3.** *TLI ensures research implementation and its development through distinct policy and procedures.*

There are opportunities to be published in YSC aimed to implement research. There is a scientific journal "Musical Armenia" and the collection of methodological works and scientific articles of the teachers of Yerevan State Conservatory after Komitas. YSC's web-site will be activated in 2013, and it will enable to have electronic scientific press.

Since 2013 there has been established "Armenian folk music study" scientific laboratory financed by RA MES science state committee. This laboratory is based on the YSC's Department of Armenian Folklore Study.

In YSC there are equal conditions to publish scientific and research outcomes for the young staff along with distinguished and leading scholars working there.

Basic mechanism of academic honesty in YSC's research work is the competences given to the departments by the YSC's departments' model regulation, as well as research discussions through conferences. A department reserves the right to assign professional referees for the discussing scientific work, if needed. There isn't any special regulation regarding referee assignment, as the department has sufficient competences to arrange corresponding procedures. (Appendix 2.6).

The above mentioned YSC's journals require warranties of professional referees to guarantee research printing on the basis of YSC's publishing regulation (Appendix 6.1) (clause 2, subclause b). Besides, YSC's publication office has scientific editorial council that supervises the process of scientific publications.

In YSC the evidence of actuality of research development and procedures efficiency is the number of publications of scientific articles in the "Musical Armenia" journal, as well as 19 PhD thesis defenses presented for scientific degrees, and implementation of sufficient scientific studies by the YSC workers since 2007 (the bases are published journals of "Musical Armenia ", YSC's scientific council records; the list of referees is attached). At the same time 3 books presented by the YSC's workers have been discussed in the corresponding professional departments (the bases are records of the departments' conferences). At the end of each academic year, the conservatory presents its annual outlay which is approved by the Governing Council. They are divided into two basic parts according to revenues.

1. Revenues from the state budget
2. Revenues from other persons / sources

	Years	2008	2009	2010	2011	2012
	Budget distribution according to the basic directions of TLI's mission					
	Research and development	0.45%	2.19%	0.83%	0.35%	13.65%

The budget system is being enhanced ensuring effective and transparent distribution of financial resources and coordination of all management processes in order to achieve the proposed strategic objectives. Annual orientation proportions are established among the volumes of funds aimed at conservatory development, salary and infrastructure maintenance.

Elaborating process of budget indicators' system is implemented according to activity field and development directions.

The funds received from the state budget are spent according to the purposes of providing, taking into basis the contracts signed between the Conservatory and its authorized body – Ministry of Education and Science. They are mainly signed in two directions: Student benefit and scholarship, as well as financing provided to the applicants wishing to be accepted for postgraduate study by researcher programme for having tests on foreign language, informatics and computer.

The funds are spent in accordance with the orders given by the Conservatory's Rector. Deputy Rector for Education and faculties' deans are also involved in the process. Financing from the international organizations is received according to the grant programmes, they are decreed and spent for the given purpose.

Material resources are placed and exploited in the infrastructure that has received the grant.

**Standard 6.4. *TLI highlights the internationalization of research activities.***

Involvement of the students and teachers in various international research initiatives is encouraged by the agreements and contracts signed between YSC and different foreign educational institutions (according to the established clauses on scientific research).

In CIS and foreign peer-reviewed journals the publication procedure is organized by the general principles defined by such periodicals.

Scientific publications of YSC's teaching staff in YSC, RA and foreign scientific Journals in 2007-2013.

(Partial list).

	2007	2008	2009	2010	2011	2012	2013
Avetisyan Narine	3	4	2	3	1		
Avetisyan Nelly	1	1		1	2	1	2
Apoyan Shushanik	2	2		1	2		2
Babayan Shushanik	1	3			1		
Baghramyan Zhanna	1	1	1			1	
Geghamyan Gayane				1	1		
Zolotova Irina		3	2	1	2	2	
Zurabyan Zhanna		4		1	1		4
Tovmasyan Valentine	11	3	3	7	2		
Torosyan Nona	1				1	1	
Tunyan Lusya					1	1	
Kirakosyan Anahit	2	3	2		1	4	1
Kokzhaev Michael	2	1	3	5		7	
Matevosyan Luisa	3	3	1	3		1	
Movsisyan Tsovinar		3	2	2	2	1	
Nalbandyan Aida	1		2				
Navoyan Mher							
Shakhkulyan Tatevik		2	2	2	1	2	1
Poghosyan Nina		3	3	1	1		
Jaghacpanyan Karine	2	3	1	1	2	1	
Sahakyan Lucine	1		4	1	3	3	
Sahakyan Narine	1	1		3	1	1	1
Sargsyan Svetlana	6	4	5	7	7	4	1
Stepanyan Ruzanna		3					

**Standard 6.5. *There are interconnection mechanisms of the educational process and research activity in TLI.***

YSC's policy aimed to interconnect research activity and educational process is implemented by the YSC's Regulation, YSC's 2012-2017 strategy, YSC's scientific sphere development strategy (Appendix 6.2), and the departments' model regulations.

In the YSC's 3 musicological departments (Armenian Folklore Study, History of Music, and Theory of Music) public defense of diploma work is established as a form of final attestation for students of Bachelor and Master's Degree (its basis is curriculum). The choice of the theme, implementation of research work through individual trainings, and public defenses with participation of the opponents enables not only to implement interconnection of research and educational processes, but also to organize educational process within the process of research activity.

At the end of each term, YSC organizes the National Students Council as a reporting event of the educational process; musicological faculty students' participation is obligatory (scientific head of the council is Professor A. Budaghyan; the bases are the published decrees of the council).

In the professional departments of performing arts, along with the public presentation of master performing (concerts) presentation of the scientific thesis is also established.

YSC's postgraduate academic programme is fully musicological. There is a need to reverse the process here. That is, in the third level of higher education, the composers and performing arts musicians actually don't have the opportunity to continue their education as performing musicians in the third level of higher education. They have to become musicologists.

YSC has initiated elaboration of mechanisms to resolve this matter with the corresponding bodies of RA MES.

Interconnection of research activity and educational process is also expressed by the students' participation in the works connected with compiling and publishing collections of musical works (the bases are publications implemented by the YSC's Department of Armenian Folklore Study).

Two annual expeditions to RA regions are envisaged by the current programmes of the scientific body adjacent to the department of Armenian Folklore Study (the bases are estimate documents). YSC's students will be the main participants of these expeditions, under supervision of one or two experienced specialists.

#### **SWOT ANALYSIS**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
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<ol style="list-style-type: none"> <li>1. Availability of Postgraduate Courses contributing to stability of scientific thought</li> <li>2. Financing of the Armenian folk music study by the RA MES scientific state committee</li> <li>3. Articles of YSC's staff are published in YSC, RA and foreign scientific journals</li> <li>4. Scientific works include diverse themes</li> <li>5. Investigations include issues of Armenian, as well as eastern and western peoples' musical culture</li> <li>6. YSC's experience regarding Middle East nations' music arts study</li> <li>7. Organizing and conducting various international musicological conferences ( by Gyumri branch)</li> </ol>	<ol style="list-style-type: none"> <li>1. YSC participation in the international conferences has decreased</li> <li>2. Mutual responsibility for scientific activity of YSC teaching staff is not stipulated in their work contracts and staff rates (except for the mentioned article), it is left to the specialist's initiative</li> <li>3. Distinct approach towards involvement of performing and creative, i.e. composing activity in the III educational level is not shaped</li> <li>4. There is no financing to publish books</li> </ol>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
1. Being a link between east and west (not only historical and geographical, but also cultural, particularly musical culture), it undertakes the scientific leadership in the area	1. Because of the lack of financing, the low level of YSC teaching staff participation in the international scientific programmes may lead to the insulation of scientific thought

## CONCLUSION

Research is one of the most important spheres of YSC activity and it contributes to implementation of TLI's mission and objectives. Thanks to scientific and methodological research the problem of qualified organization and continuous improvement of curriculum process is resolved.

Research sphere includes a wide range of issues within the framework of studies, thus contributing to the development of music culture in general, and of musicological thought, in particular. In this regard, significant contribution of Armenian musicology to the eastern peoples' music culture studies should be mentioned.



The most important problems of the research sphere are maintenance, development and spread of the national spiritual and cultural values. Today “Armenian folk music study” programme which is financed by MES contributes to their implementation.

Availability of postgraduate courses (academic programme for III level researcher) ensures link between research activity and learning, training of the new staff, as well as continuity of the musicological thought.

In spite of the obstacles (mainly financial) hindering scientific activity of the YSC's teaching staff, YSC implements diverse research activity (organization of conferences, publication of journals, etc.) and seeks for new ways to enhance this sphere.

## VII. INFRASTRUCTURE AND RESOURCES

***Criteria. TLI has the necessary resources for creation of learning environments, and for efficient implementation of defined mission and objectives.***

***Standard 7.1. In TLI there is the professions' educational programs implementation of the necessary educational environment.***

Currently, in 3 faculties of the Conservatory are studying more than 1,000 students, masters and graduate students, the highest and post-graduate professional education of 3 educational programs: bachelor's, master's and researcher qualification degrees Award.

Pursuing its mission and goals, the YSC is in accordance with the strategic plan's goals and objectives, consistently implement targeted measures to specializations, educational programs, personnel and logistical resources ensuring, their continuous supplementation and qualitative improvement.

YSC is carrying activities in Yerevan and Gyumri cities. Conservatory's head office is located in Sayat-Nova 1 / a, of the address, with a total area of 9420 square meters, and the Gyumri branch is located in Independence Square 1, 724 square meters in area.

YSC's both in Yerevan and the Branch buildings are provided with classrooms and practical, as well as the research process arranging for appropriate technical equipment areas. For one student the classroom area is 9.42 square meters in Yerevan, and in Gyumri, it is 5 square meters.

Conservatory and the branch area are located Opera Studio and the Folklore cabinet and laboratory (only the top), the halls for attempts, libraries, audio studio, medical centers, food service outlets, workshops.

The library occupies an area of 466.4 square meters. In the library there are computers,

Batteries, network devices, and so on. YSC's, including branch libraries focuses on scientific and methodological sufficient number of general and professional literature (such as Armenian, Russian and foreign languages). YSC's libraries the total fund including the branch is 255,752 units of textbooks, books, musical note literature.

YSC's Library contains a rich and unique literature, which has been founded with the establishment of the Conservatory's very first steps. In References there are unique samples, notch examples, etc., note literature in Armenian, Russian, European and so on, published in 18-19 centuries. Professional literature update is made according to

YSC's educational-methodical works, thanks to donations and the annual publishing plan.

YSC's library reading room regularly are organized various exhibitions and events dedicated to the Republic of Armenia and as well as various cultural events, public holidays, anniversaries, etc. In the Conservatory in order to properly organize the educational process, the YSC also operate in audio studios, including branch, where more than 2,500 cassettes contained (archived 8870 CDs) and 167 videos. YSC's

Leadership taking into account the conducted survey analysis results (Appendix 7.1.), gave priority to the modernization of audio studio and the Folklore Study Cabinet, as well as the laboratory repairing and re-equipping. For the Sound ambush of the YSC Head, were bought portative Players, instead of the general communication, there are TV, video and the stereo, audio ambush cabinets, depending on the course of the subjects, getting acquainted with the videos as well as for analyzing.

For preservation and for dissemination of Ethnographical (folk) rich heritage, has a great importance for the Conservatory, the Folklore Study Department with the cabinet and laboratory. In the Folklore cabinet includes lyrics, songbooks, theoretical and historical literature of 2000 unit, published in the 19th century. In the laboratory, as a result of hard work for scientific expeditions (from 1944 to the date of the establishment of the Cabinet of Musical Research) collected for revival, about 15,000 samples of folk music. Due to the rich and exclusive collection by the researchers of the given Chair, during the last 5 years have been prepared and published 10 tomes by the Ministry of Culture, for different regions of Armenia: Ani, Aparan, Van and others, belonging to the transcribed (revival) samples, as well as theoretical works, folk songs and other elaborations.

In YSC Head area is located the opera studio, the total of 1712 square meters area, for practices and large halls including. The main aim of the Opera Studio is taking a professional training for opera artists, here is directed the operas, studio's Symphonic orchestra and with the choir participation, are organized concerts, meetings, etc.

**Standard 7.2.** *The TLI, for its mission and objectives of the implementation is provided with adequate financial resources to ensure and operate the necessary facilities and equipments.*

The Conservatory, at the end of the each year, makes its annual estimate of the following year, which is approved by the Governing Board. Receipts shall be divided into two main parts:

**Incomes from the state budget and Incomes from other persons**

**1. Incomes from the state budget** article in its turn is divided among the following main directions:

- ✓ Tuition Fees
- ✓ Scholarship
- ✓ Scientific themes financing
- ✓ Financing of capital expenses

For 2008-2012, in financing of state budget, it has the following structure:

**Table 1**

YEAR	2008	2009	2010	2011	2012
State budget Incomes	50.5%	54.1%	52.1%	56.5%	49.0%
<i>Including the</i>					
Tuition fee (Education fee)	90.7%	92.0%	92.5%	82.3%	83.4%
Scholarship	9.2%	8.0%	7.5%	6.0%	5.3%
Scientific themes financing	0.0%	0.0%	0.0%	0.0%	0.0%
Financing Capital expenses	0.0%	0.0%	0.0%	11.7%	11.3%

2. **Incomes from other persons** Article includes the expense articles in Table 2. Below is this Article's Structural indicators for 2008-2012 in total budget and it included sub-articles' the structural data in given article.

**Table 2**

Name of Income	2008	2009	2010	2011	2012
From other persons	49.5%	44.9%	44.0%	41.2%	36.7%
<i>Including the</i>					
Paid training	96%	95.08%	93.36%	91.7%	89.42%
Applicants' amount	0.36%	0.4%	0.33%	0.26%	0.33%
Amount from heating	0.9%	1.5%	0.94%	1.79%	1.68%
From sale of Diplomas, test					

books	0.31%	0.3%	0.47%	0.6%	0.41%
Income from Student cupboard	0.25%	0.3%	0.43%	0.57%	0.26%
Grants	1.9%	0.8%	2.2%	3.31%	4.9%
Other sources	0.28%	1.62%	2.27%	1.77%	3.0%

For 2008-2012 periods, the incomes and expenses correspondingly are shown in Tables 1 and 2.

**Table 3**

	Years	2008	2009	2010	2011	2012
2.	Budget distribution by the university's main mission directions					
2.1	Teaching and Learning	73.0%	80.25%	82.97%	90.6%	79.45%
2.2	Research and development	0,45%	2.19%	0.83%	0.35%	13.65%
2.3	Services at public	26,55%	17.56%	16.2%	8.97%	6.9%
4	Distribution of receipts received from the educational activities					
4.1	State financing	50,5%	54.3%	53.67%	57.6%	66.91%
4.2	Education fees	48,8%	45.7%	42.28%	42.3%	33.09%
4.3	Improvements and others	0,7%	0.0%	0.0%	0.0%	0.0%
5	allocations envisaged by items					
5.1	Research works of	0,0%	0.0%	0.0%	0.0%	0.0%
5.2	Teaching and Learning	97,63%	94.57%	97.72%	97.0%	89.16%
5.3	Development	0,71%	2.19%	0.58%	0.86%	1.13%

5.4	Libraries updating	0,05%	0.01%	0.01%	0.07%	0.0%
5.5	of equipment	0,36%	0.81%	0.16%	0.34%	0.37%
5.6	Acquisition of property	0,15%	1.06%	0.39%	0.39%	0.92%
6	Finance distribution from the Grant Programs	0,9%	0.56%	0.55%	1.04%	7.9%
7	Finance distribution received from other sources	0,2%	0.8%	0.59%	0.21%	0.52%

**Standard 7.3.** *TLI operates professions' educational programs' realization of the objectives, and ensuring the continuity and guaranteeing of financial resources and distribution policy.*

YSC's annual estimates of strategic programs planning is done in all fields of the Conservatory activities, based on the student contingent, personnel and information resources, logistics base.

The budget system is perfected, ensuring an efficient and transparent distribution of financial resources, and all the fields' management processes agreement on proposed strategic objectives.

The annual orientation proportions are determined for Conservatory development salary, and aimed at maintaining infrastructure between the means of scales.

The budget indicators system's development process is done by the activity of spheres and development directions.

YSC's financial means of planning, aimed at management and monitoring policy implementation, are activated the conservatory programs, services, as well as the all spheres' processes of YSC's activities.

Extra-budgetary means of sources are diversified and expanded, optimize financial sources of risk management. Conservatory's total volume of income, increase the educational, scientific and commercial information services from the means of balance sheet, expanding their list and the profitability by increasing way.

In the programs of the Conservatory, to involve widely as possible best students, thereby stimulating the flow of applicants expansion.

In Armenia student credits provisioning system of urgent and full development will promote the creation of stable preconditions, in that way directed to the Conservatory and for financial flows of expansion.

Funds received from state budget are spent according to the purpose of providing, based on the higher educational institutions, of the authorized body, the Ministry of Education and Science and the university's Agreements.

They are mostly signed in two directions: Student benefit and scholarship, as well as by the researcher's program in order to be accepted for postgraduate study, applicants in foreign

language and Informatics, and the basics of using a computer, for the test presentation by provided funding.

The funds are spent by orders of the University's Rector which are issued in accordance with the relevant directions. In the process are included the faculties' deans, academic vice Rector.

From International organizations, the financings are received according to project of concrete the grant, admitted and spent purposefully.

Material resources are being placed and exploited in grant receiving subdivision.

Conservatory governed by the principles of personal management and in combination of collegiality, Conservatory council, academic council and with the university administration functions' implementation.

Conservatory's annual budget is approved in the governing board, faculty and in education support staff lists are approved by the rector, current financial issues are approved in the session of Rectorate.

Conservatory if necessary uses the services of an independent auditing company and receives Auditors Conclusion.

**Standard 7.4.** *TLI's resources base enables the professions' educational programs and for the implementation of the strategic plan which contributes to the continuous improvement of quality and stability.*

Conservatory comprehensive activities aimed at the existing Strategic Plan Goals implementation, and is in the center of the leadership. It is important to Conservatory

professional musical instruments upgrading(modernization)of 18 pieces "Kawai" Japanese grand piano, wind instruments and other audio ambush and the Folklore laboratory technical equipment, improvement of the Conservatory's electronic Website.

**Standard 7.5.** *In TLI are existing the information and documentation processes to manage the clear policies and procedures.*

Based on the information and documentation processes of modernization, and the need of the control assurance, in Conservatory embedded in, the Mulberry electronic document circulation system that allows administrative staff to carry out the process in an electronic format. It should be noted that the administrative and teaching-administrative staff, the documentation process is carried out in the classical manner.

**Standard 7.6.** *TLI creates a safe and secure environment for health care and aimed at maintaining a safety through services taking into account the students with special needs.*

In YSC the health care services are provided through the aid station. Similar services are provided also in the branch. In aid stations are working the doctor and nurse. Aid stations are provided with first-aid medicines and medical instruments.

Aid station activities are regulated by the Ministry of Education and Science, RA, YSC's Rector's appropriate orders, instructions that are intended for the benefit of students' and workers' health and safety protection.

**Standard 7.7.** *TLI - there are resources available for students and teachers applicability, availability and efficient assessment of mechanisms.*

Among the faculty and the students regularly carried out surveys, regarding resource use, accessibility and efficiency. Below is the analysis of the survey within the lecturers in 2012.

#### SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. All professional classrooms of musical instruments equipment</li> <li>2. External funds involvement policies aimed at material and technical base, building conditions improvement, and faculty staff's material encouragement</li> <li>3. YSC's Library</li> <li>4. Audio room</li> <li>5. Folklore Studies of rich and exclusive cabinet</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of the profitable projects within the entrepreneurial opportunities</li> <li>2. For the purposes of the provision, due to lack of finance, fixed assets, inadequate equipment</li> <li>3. Lack of YSC's guest house</li> <li>4. Lack of dormitory for YSC</li> <li>5. Lack of Physical Education Hall</li> <li>6. Lack of consensus with the other dormitories</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Create an opportunity to attract sponsorship funds, in order to improve YSC's financial and technical resources</li> <li>2. YSC's Charter business activity permission</li> <li>3. The active involvement of YSC grant programs and resources for improving</li> </ol>	<ol style="list-style-type: none"> <li>1.No regular payments of training fees</li> <li>2.Frequent changes in the legal field</li> <li>3.Purchased goods and services by YSC at market prices</li> </ol>

#### CONCLUSION

Conservatory's normal activities and progress is an important guarantee for the maintenance of its financial stability, which will succeed, If paid training extra-budgetary receipts expected significant reduction conditioned by 2011/2012 academic year admission in extremely unfavorable reality, compensated in other activities not prohibited by law providing extra-budgetary Incomes and during the subsequent years the student contingent's gradual recovery. Thus, the diversity of financial sources and the increase in financial flows continue to be important problems for the Conservatory. On the other hand,

the Conservatory development new programs' financial provision requires to harmonize the distribution of resources, the strategic objectives of the program and priority directions, creating YSC's budget, financial indices orientation. In terms of ensuring the financial stability, the priority problems are also the effective management of resources, and the consistent implementation of the resource savings policy.

## VIII. SOCIAL RESPONSIBILITY

***CRITERION. TLI is responsible to the state and society for the provided education, implemented research and used resources.***

**Standard 8.1.** *TLI has accountability regulation.*

YSC ensures accountability to the society and other stakeholders by defined formats: through the unified annual report based on the annual academic and scientific reports of the faculties and departments, as well as on the reports of the administrative and economic subdivisions. They are formed in accordance with the YSC's strategic programme objectives and goals. There are two kinds of reports in YSC: educational process report and scientific activity report. The reports are presented at the scientific council conferences once a year. After the scientific council discussions they are presented in the rector's summarized report at the Conservatory Governing Council.

Since 1923 Yerevan State Conservatory after Komitas has been the only higher music institution in RA; the only educational, scientific and creative institution of the national music culture. YSC's mission is to foster and promote the development of musical culture and to contribute to preservation, development and dissemination of the national spiritual and cultural values.

One of the conservatory's peculiarities is the students' and teachers' participation in all the RA musical and cultural events, thus ensuring YSC's accountability both to the state and to the society. Another kind of accountability is YSC's participation in the annual educational exhibitions.

**Standard 8.2.** *TLI ensures transparency and availability of procedures and processes to the society.*

YSC's diverse activities (educational, performing and research) are always elucidated in press and by television.

"YSC press" contributes to presentation and dissemination of the YSC's best work outcomes (Appendix 8.1). There is a "Musician" newspaper published in YSC; it responds to YSC's each step (organizational, creative and scientific). "Musical Armenia" journal is also published in YSC; diverse materials (scientific, critical, jubilee, etc.) are published there. Besides, methodological manuals, monographs, note literature and other materials are published by "YSC press".



In the most visible parts of the YSC's head office regularly renewed announcements are placed.

Information on YSC's activity of 2012-2013, as well as regulatory and procedural documents are presented in the guidelines printed by the funds of the "Education Quality and Compliance" Third programme grant. Electronic means also contribute to information dissemination: Mulberry document circulation system, conservatory's official site - [www.conservatory.am](http://www.conservatory.am), and videos placed in [www.youtube.com](http://www.youtube.com). Taking into account the changes of forms of information presentation, its dissemination and exchange, as well as increase of the role and significance of social media in the social life, publication of information through social networks is very urgent from the point of view of information availability. Taking into consideration the level of social networks attendance, especially among the young generation and students, their significant influence on YSC's reputation formation and development, as well as opportunities of fast search of the needed information through social networks, official pages of YSC's Facebook were established (Yerevan Komitas State Conservatory and Alumni and Friends of Yerevan Komitas State Conservatory). In a short period of time, without any additional elucidation, these web-pages have already acquired numerous users/visitors that gain operative information on YSC's events.

**Standard 8.3.** *There are permanent mechanisms of reverse link in TLI contributing to the establishment of relations with the society.*

As it was mentioned above, YSC performs activities in several directions: education, research, elucidation, participation in the RA musical life and so on. A musician is directly interrelated with the society. Performances in all the RA concert halls, schools and universities ensure him/her to establish a direct contact. YSC's teaching staff's and students' elucidating performances in schools and universities of Yerevan and RA regions enable the audience to discuss and express their opinions. The reflection of the RA TV channels and mass media regarding all the RA musical and cultural events is considered a reverse link, as it is implemented by the YSC's teaching staff, graduates and students. YSC can reserve for itself the right to make such a statement because all the music and cultural organizations, musical collectives, as well as YSC's teaching staff are almost completely recruited by YSC's graduates.

YSC's graduates continue to implement their high level creative activity abroad. YSC's official Facebook page contributes to enhancement of relations with the graduates.

**Standard 8.4.** *There are mechanisms for knowledge (values) transmission to the society in TLI.*

Within the framework of elucidation activity, YSC presents national spiritual values, educates the audience to classical and contemporary music, and strives to struggle against poor quality music. There are knowledge transmission mechanisms in YSC.

“YSC press” prints periodicals (newspapers, journals, and conference materials), monographs, methodological manuals, note literature and so on.

Other mechanisms of knowledge transmission are the additional courses and preparatory trainings implemented by YSC. These courses are for RA and foreign citizens: in one case, for mastering any musical instrument without any age restrictions, and in the other case, for the applicants’ proper preparing to entrance exams in specialties of “singing” and “instrumental performance”.

Concert-lectures implemented in Yerevan and RA regions are another mechanism of knowledge transmission; they are implemented by the initiative of YSC’s “Musical Interlocutor”.

YSC’s teaching staff representatives are invited to music events implemented by diverse organizations; they act as organizers, performers, and head and/or member of juries and so on.

Simultaneously, YSC’s representatives by their own initiative, conduct trainings on the spot. For example, during the festival organized by “Zvartnots” NGO in RA regions, by the initiative of the head of juries, master classes were conducted for the participants of the RA regions: then the best ten participants of all the regions performed in the Philharmonic Hall after A. Khachaturian in Yerevan, with participation of the national instruments ensemble (rehearsals were needed for these performances as well).

Another mechanism for knowledge transmission is free consulting service provided to foreign citizens aimed at professional orientation.

Not only RA various organizations and mass media, but also individuals and organizations from abroad, particularly from the Diaspora apply to YSC on musical and cultural issues.

#### SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. Availability of direct communication</li> <li>2. Variety of genres</li> <li>3. Direct reverse link</li> <li>4. Availability of the opera studio</li> <li>5. Publishing activity (newspapers, journals, notes, manuals, etc.)</li> </ol>	<ol style="list-style-type: none"> <li>1. Insufficient financing of activities (halls rental, pay for business trips, etc.)</li> <li>2. Lack of its own transportation means</li> <li>3. Lack of its own concert hall</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Teaching staff’s and students’ potential can ensure social demand for all kinds of music activities (creative, performing and scientific)</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack/insufficiency of cultural TV channels and radio waves.</li> <li>2. Low level of interest of other TV channels and radio waves towards the issues of academic music arts</li> <li>3. Increasing cost of concert hall renting</li> </ol>

## CONCLUSION

YSC continues to enhance its relations with the society. Conservatory activates its cooperation with mass media, publication of its own advertisements, and coherent work of YSC's periodicals. YSC is intended to diversify the forms of dissemination of information, its resources and scope, focusing on intensive use of modern information technology and directing it from the inner stakeholders to the outer ones. YSC's web-site is currently in the process of restructuring, i.e. reforming and improving (regarding structure, content and technical aspects). YSC is intended to conduct a study of the public opinion regarding Conservatory's activities, as well as to coordinate and direct all mass media towards preserving and strengthening YSC's positive image, and towards increasing its social rating and transparency.

## IX. EXTERNAL RELATIONS AND INTERNATIONALIZATION

***CRITERION. TLI encourages experience exchange and development, contributing to the institution internationalization through external relations.***

**Standard 9.1.** *There is a policy and regulations stimulating establishment of external relations in TLI aimed to create an environment contributing to experience exchange, development and internationalization.*

In tune with the contemporary requirements Conservatory strives to preserve, develop and disseminate national and classical achievements, it also aims to match the current scientific and educational system with the international standards. The evidence of success is YSC's full membership to the Association of European Conservatories since July, 2012. It means that YSC is able to provide education corresponding to the international standards, to become the regional leading center of higher music education; it pursues development and deepening of the internationalization trends, as well as international cooperation network enhancement. Internationalization of the institution encouraging foreign relations policy is based on the YSC's strategic program.

- One of the international events is the recently held cellists' international competition after A. Khachaturian, organized in cooperation with the Conservatory. The juries of the competition were the world-famous cellists, and the participants were representatives of the European best cello schools. The competition consisted of three phases.
- "Renaissance" international competition-festival organized by Gyumri branch; international conference is also held during it. The competition has a long history. Year by year the number of participants from different countries is increased; in 2013 it has had nearly 2000 participants, with no age restriction.

One of the vivid examples of internationalization is the activity of the State Youth Orchestra of Armenia. The orchestra was established on the basis of the Conservatory. Up to now it is recruited on competitive bases by YSC's students. The orchestra performs

successfully with the world –famous soloists, it also performs during the RA official meetings, in the RA universities and RA regions. Concert activity of the State Youth Orchestra of Armenia is aimed to increase the efficiency of intercultural communication and international experience exchange; it is also aimed to present and disseminate the national professional composing school both inside and outside RA, especially among teenagers and young people, with the different forms of Symphonic Orchestra presentation, e.g. “Hollywood nonstop” concert programme, etc.

**Standard 9.2.** *Infrastructure ensuring TLI’s external relations and internationalization guarantees regulated process.*

YSC’s external relations are coordinated by the Deputy Rector for International Relations, and he is the head of the International Relations Department. Its objectives are to enhance YSC’s external and international relations cooperating with all subdivisions of the institution and diverse international organizations (educational, scientific, social, charity, etc.). The department cooperates with the international organizations (such as AES) aimed to elaborate and implement joint programmes with foreign institutions. It is also involved in some joint programmes of Tempus dealing with students and teachers exchange and training. One of the department’s functions is to organize various cultural events, e.g. concerts, competitions, festivals and conferences. It should be mentioned that this subdivision is only in YSC’s head office, and there isn’t such subdivision in Gyumri branch; functions of external relations and internationalization assurance are mainly implemented by the head of the branch.

Main indicators of assessment are expressed through international specialists’ opinions that were published in the form of interviews in RA mass media and were spread in social networks, etc.

Annual reports of the Deputy Rector for International Relations and the Head of Branch are also the indicators of assessment.

**Standard 9.3.** *TLI cooperates efficiently with local and international institutions and organizations.*

Yerevan State Conservatory after Komitas is the only higher music institution in Armenia, that’s why it cooperates with all music institutions (schools, colleges, etc.) and scientific, social, charity and other organizations.

YSC is a member of Association of European Conservatories which provides a wide range of opportunities for direct contacts among the musical organizations at meetings and forums.

During the last three years agreements have been reached with the Moscow Conservatory after Tchaikovsky, Moscow Academy of Music after Gnessyns, Saint Petersburg Conservatory, Belarus State Conservatory, Kiev State Conservatory, Estonian Academy of Music and Theatre, Lithuanian Academy of Music and Theatre , Riga Conservatory, National Arts University of Kazakhstan, Tbilisi State Conservatory, Belgorod

State Institute of Culture and Arts, Amsterdam Conservatory, music college of the USA California State, Monte Negro university's music department, etc. (Appendix 9.1).

YSC continues to cooperate with the International Foundation for Humanitarian Cooperation of CIS. In October 2012 the Foundation organized meeting of the rectors of the conservatories of CIS countries in Ashkhabad, where further creative, educational, methodological, scientific and other issues were discussed.

European Council continues to organize and sponsor performances of the international youth choirs in Germany, as well as performances of the youth symphonic orchestras in Italy and Poland. In summer 2012 YSC's students participated in the above mentioned events.

On November 26, 27, 2012 "Days of Eastern partnership" conference was held in Brussels, aimed to initiate cultural discussion within the framework of the Eastern partnership. During the above mentioned conference a whole day was given to present youth orchestras and to discuss their current problems. It was entitled "Future Orchestras – Future Societies; how the 21<sup>st</sup> century's youth orchestras contribute to implementation of social and cultural positive changes."

The artistic director and principal conductor of the State Youth Orchestra of Armenia Sergey Smbatyan and the Rector of the Yerevan State Conservatory, Professor Shahen Shahinyan were invited to participate in the event. Sergey Smbatyan made a speech at the European Parliament, where the President of the European Parliament Jerzy Buzek, I Culture Music Project's artistic director Marcus Marshall and other prominent people were present. He presented the joint works of the State Youth Orchestra of Armenia which consists of students of the Yerevan State Conservatory, and other youth orchestras. He also presented work principles of the Orchestra and a specially designed strategy aimed at intercultural efficient communication and international experience exchange.

At the end of the Brussels' conference the works carried out by the State Youth Orchestra of Armenia and Yerevan State Conservatory were highly assessed and it was said that these works would be a basis and their professional experience would be a guideline for conference discussions aimed at quality improvement of creative procedures of youth orchestras.

YSC also continues to cooperate with CIS countries' youth music academy headed by Yu. Bashmet. Within the framework of cooperation, YSC's students participated in master classes and joint concerts held in Lvov in 2012.

YSC's teaching staff and students participated in a great number of concerts, e.g. "Choir Academy Lubeck" festival, 31st International Hans Gabor Belveder Singing Competition 2012, I'Culture Orchestra project, organizer - Adam Mickevich Institute, etc.

Music education, as it was already mentioned, has several peculiarities; availability of various performing schools. The main objective of students' mobility is to study with the famous specialists. That is why mobility among conservatories is conditioned by the availability of different specialists (e.g. of music instruments, vocal singing, etc.). Along with it, master classes are of great importance for performing schools development and

dissemination; the best musicians and performers are invited to the conservatory to present the peculiarities of their performing arts.

Master classes conducted in YSC on specialties of singing, piano, cello, guitar and wind instruments during the last 4 years are presented in the chart below.

2010	2011	2012	2013
28	30	31	10

Specialists were invited from the USA, Belgium, Great Britain, France, Germany, Italy, Spain, Russia and other countries.

**Standard 9.4.** *TLI provides the internal stakeholders with the needed level of foreign language knowledge in order to improve internationalization efficiency.*

Initially the matter of provision of the internal stakeholders with the needed level of foreign language knowledge was not important for YSC (Russian is not considered a foreign language). However, since 2010 YSC has been organizing TOEFL courses for postgraduate students, as well as English language courses for the teachers in London Eye ITC. Later YSC's Chair of Languages organized experimental courses of English language for the teachers. In the YSC's academic programmes there are foreign language courses for students which correspond to standards. Besides, within the framework of the academic programme for the specialty of "Academic Vocal Singing", the YSC's students study Italian proceeding from the professional requirements.

There are a few teachers knowing a foreign language, as YSC's foreign students have preparatory courses where they learn Armenian. It should also be mentioned that the vast majority of the foreign applicants are representatives of the diaspora, with good knowledge of Armenian.

The number of foreign students that have entered/have been studying in YSC during the last 3 years is presented below.

2010		2011		2012	
USA	2	USA	2	USA	3
RF	24	RF	27	RF	28
China	2	China	2	China	1
		Australia	1	Australia	1
		Ukraine	1	Ukraine	3
Georgia	18	Georgia	18	Georgia	14
Belarus	1	Belarus	1	Belarus	1
Latvia	1	Latvia	1	Latvia	1
Turkmenistan	2	Turkmenistan	1	Turkmenistan	2
Turkey	1	Turkey	1	Turkey	1

Lebanon	3	Lebanon	3	Lebanon	4
Iran	62	Iran	68	Iran	76
Syria	7	Syria	10	Syria	22
Cyprus	2	Cyprus	1	Cyprus	1
Egypt	1	Egypt	1	Egypt	3
France	1	Germany	1	Greece	1
				Canada	1
Total number	127	Total number	139	Total number	164

### SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. Availability of the Armenian Diaspora, for which staff is trained</li> <li>2. Following the example of Music College after B. Kanachyan, YSC takes care / sponsors the diaspora musical educational institutions around the world</li> <li>3. Yerevan State Conservatory alumni success outside Armenia, international market demand for our staff increases YSC's international reputation as a higher music education institution</li> <li>4. YSC's students' active participation in various international festivals, competitions and concerts within various musical groups.</li> </ol>	<ol style="list-style-type: none"> <li>1. Because of the lack of international financing YSC cannot support the actions of partly financing stipulated in the contracts and invitations</li> <li>2. YSC offers its students participation in the international music programmes on the contractual bases, but most of them can not cover the costs due to limited financial resources</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Membership to AEC enables to make use of documentation package needed for music institution</li> <li>2. International programme accreditation</li> <li>3. Establishment of relations</li> </ol>	<ol style="list-style-type: none"> <li>1. Historical and political situation in Armenia is not favorable for development of international relations and for stable exchange of students and specialists</li> </ol>

### CONCLUSION

Steps are made to expand Conservatory's internationalization in the framework of YSC's Strategic programme objectives and goals. By means of the Conservatory's external relations development and internationalization the institutional and individual partnerships with the foreign universities and other musical organizations have been expanded. Membership to

AEC has contributed greatly to expansion of internationalization; thanks to it we make use of the European Institutions' academic programmes and curricula, thus enabling great opportunities for structural and further international accreditation.

Significant stimulus for the Conservatory's activity improvement is YSC's involvement in Erasmus-Mundus European programme supporting students and teachers' exchange, and in projects presented to Tempus, aimed to be in line with the Bologna process in Armenia.

YSC's external relations are directed to implementation of the designed strategic goals through deepening and expansion of diverse interaction with all external stakeholders.

Along with expansion of diverse external relations Conservatory highlights further enhancement of social relations and maintenance of its positive image and high rating to become the regional international music center.

## **X. INTERNAL QUALITY ASSURANCE SYSTEM**

***CRITERION. TLI has an internal quality assurance system that promotes continuous improvement in all processes of the institution and the quality of the culture development.***

**Standard 10.1. TLI has a quality assurance policies and procedures.**

Yerevan Komitas State Conservatory coming from ESG standards requirements, aimed at the quality assurance of the MES (Ministry of Education and Science) and ANQA, the issues put forward in 2011, in YSC's administrative organizational structure by order of the YSC's rector on N121/S on 21.03.2011 (Appendix 10.1) the reforms in the education system was established by order of the Rector and the position of Vice-Rector for training Quality Management, as well as Internal Quality Assurance Department (IQAD) (Appendix 10.2). by YSC's rector at N125 / S, in 24.03.2011. (Appendix 10.3). YSC's Academic Council approved the IQAD's strategy, which is directed by YSC's Strategic Plan activities in all areas of continuous quality improvement. The Scientific Council approved the YSC's internal quality assurance department's regulations and procedures for the conduct of inquiries. The department jointly with the relevant departments, for programs, educational degrees and quality assurance standards, develops a policy and its related procedures. The department has consistently contributes to higher quality assurance and evaluation of the importance of culture and developing it implements its continuous quality enhancement strategy. The department works' stimulating power is served the YSC's participation provided to the following project, the PIU, the "internal quality assurance system implementation", "Education Quality and Relevance "grant program, which are given an opportunity to department space furniture and provide with the relevant material and technical base. According IQAD-functions In Conservatory According to the YSC's rector N17-L 09.12.2011 in order prepared and was carried out by the Department YSC's all the units and Branch activity quality assessment process is carried out in multi indicator system.

**Self-assessment criteria are:**



1. Building conditions.
2. Audiences saturation of technical equipment, musical instruments.
3. Curriculum with the state standards.
4. Curriculum compliance with state standards.
5. Professors' and associate professors' total percent.
6. The average age of teachers.
7. Faculty, staff qualification improvement.
8. Teachers scientific activity.
9. Provision of educational literature.
10. E-net learning materials.
11. The average progress of students.
12. Student scientific publications.
13. Percentage of students participating in creative activities.

YSC's all departments' purpose of the study process is comprehensive assessment of Conservatory activities. At the same time is aimed at YSC's self-analysis implementation experience and further self-development and perfection of promoting the process.

The results of the self-assessment are discussed within university administration sessions, made suggestions and presented at Academic Council.

**Standard 10.2.** *Internal quality assurance processes for managing, TLI provides human, material and financial resources. Internal quality assurance structure for managing its processes is provided with the necessary material and technical means.*

Specifically IQAD is equipped with the relevant appliances: computers, multifunction printers, copying and scanning making machine, projector, screen, etc. The presented material is primarily achieved by the means of " Internal Quality Assurance System Implementation", Grants in support.

The department consists of a head, two inspectors and a computer operator who engage in current activities. It should be noted that the formation of a culture of quality assurance is in the initial phase, and that is why there is a demand for professionals who passed the training.

**Standard 10.3.** *Internal and external stakeholders involved in the quality assurance process.*

YSC's quality assurance strategy and policy, which is fixed in Strategic program in 2012-2017, was approved by the Governing Council of the Conservatory. Their implementation is monitored by the Rectorate and Academic Council.

In YSC all the processes related to quality assurance officially approved by the Academic, acting in accordance with their approval mechanisms. Conservatory Strategic Plan, which is included in the quality-related policies, IQAD's strategy and how the procedures are published in the form of brochures. Quality assurance functions YSC emphasizes the importance of internal and external stakeholders' participation, which is regulated by the

YSC's students and lecturers, as well as major employers and labor organizations concerning public structures during the meetings, through surveys. The republic of Armenia's all musical culture, musical groups members, faculty staff consist of YSC's graduates, which makes it easy for their participation in YSC's activities in various fields:

- ✓ management and administrative processes
- ✓ educational processes
- ✓ research processes
- ✓ creative processes
- ✓ organizational processes

In addition, the lecturers, students, administrative staff, where are internal and external stakeholders' representatives, are participating in YSC's surveys conducted in several directions:

- ✓ lecturer's rating for the university
- ✓ student's rating for the university
- ✓ graduates' rating for the university
- ✓ lecturer's self-esteem
- ✓ student's rating for the lecturer of the subject taught by
- ✓ The administrative staff's rating for the lecturer.

As noted above, YSC's staff members are playing in the State Philharmony, the Opera Theatre, the Art Institute and other organizations' representatives, that is why through survey expressed their opinion on both the internal and external stakeholders' attitudes.

**Standard 10.4.** *Internal quality assurance system is regularly reviewed.*

YSC's Quality Assurance Unit is located in the Conservatory's focus, taking into account the importance of the structure in the activities of all fields. That unit scope of activity based on the Conservatory Strategic Plan Implementation of short-term and long-term steps, Academic, Rector's decisions.

Taking into account that YSC's Quality Assurance organization established in 2011 and is still very young, we are still early to talk about the review. Such questions will come forward to YSC 's handing, self-analysis, from international experts' s visit, after feet back when the quality assurance system of the Conservatory will thoroughly review for the rating of work done in results of short term.

**Standard 10.5.** *The internal quality assurance system provides a sufficient basis for the assessment of external quality assurance processes.*

Yerevan Komitas State Conservatory, based on a policy of state control over the quality of education in its current 2012-2017 period, in the Strategic program has taken into account the National Center for Education Quality Assurance (ANQA) accreditation standards set by the institutional / standards requirements. The above are reflected in the Conservatory

development prospects directions, goals and objectives. The latter represented in the short-term and long-term projects.

Proceeding from YSC's information system performs the following tasks:

- ✓ collect, process and import the necessary data on the Conservatory ongoing quality assessment / assurance for the full implementation of all processes
- ✓ create a joint database related to quality in all forms of information (written, electronic, graphic) record and store data / chair, faculty, institutional reports /
- ✓ There are tools means, regarding the quality of information analysis, according to significance level, and for discovery of quality improvement resources (routes)
- ✓ coordinate and associate a variety of quality-related information flows are formed and sent to the various levels of government and university units.

Prepare Conservatory external quality assessment programs and accreditation processes in higher education in a state of uniform standards for external quality evaluation requirements.

YSC's Quality Assurance evaluation criteria are opposing the Conservatory's faculty, alumni and student participation in International proposals, concerts, festivals, conferences, etc., which have already been mentioned in the self-analysis 4, 5 and 9 spots.

The quantity of state awards and honorary titles of YSC's faculty of the RA and foreign countries', are in Periodicals of RA and foreign countries.

The published opinions also act as an assessment of the activities carried out by the conservatory.

Conservatory Quality Assurance prepared a further step for the university external evaluation of the quality of educational programs and accreditation processes, external evaluation of state quality of higher education in accordance with the uniform standards.

**Standard 10.6.** *The internal quality assurance system ensures TLI's transparency by providing information about the quality of TLI's processes for internal and external stakeholders.*

YSC's activities publicity and the internal quality assurance system transparency is supported by its presentation of information on periodic, using all possible internal and external resources, meetings with students and faculty, discussions and exchanges of ideas in the Conservatory, as well as YSC's website and use of the media, mass media, etc. Publication of the own advertising material promotes a positive image of the preservation of the Conservatory. Conservatory activities, provides the internal and external stakeholders an information about the quality of processes.

University's activities transparency expression, Rector's annual report, which includes on detailed information of YSC's annual activities and financial report.

Another manifestation of the guidelines published by the Quality Assurance System, which contained the YSC's strategic program, SP schedule, YSC's Charter, YSC's orders, the analysis of the survey results and more.

University transparency of activities is an individual expression of YSC's open competition for nomination of candidates for the position of Dean, organization of elections, holding, and dean appointment order.

University's individual displays of transparency of activities are various meetings with students and faculty, public discussions. Example: IQAD's and YSC's student council, the initiative of students of all faculties held a seminar discussions regarding quality of education assurance issues.

### SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. In Strategic program Quality issues definition and problem formulation</li> <li>2. YSC's leadership's interest in IQAD system formation and introducing issues</li> <li>3. Aimed at Quality assessment, prior experience of self analysis implementation</li> <li>4. For ENQA Standards' requirements, availability of approved provisions of Internal quality assurance</li> </ol>	<ol style="list-style-type: none"> <li>1. QA as a unified internal system and then formulated and lack of officially approved policy</li> <li>2. Lack of a unified network structure of internal quality assurance of the Conservatory. As a result, the staff's low awareness about QA system problems</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Criteria for assessing the quality defined by the Government</li> <li>2. Participation in international grants</li> <li>3. Expansion of cooperation with Foreign universities</li> </ol>	<ol style="list-style-type: none"> <li>1. Insufficient experience of QA system formation and accreditation of the University of Music</li> <li>2. Insufficient financial resources.</li> </ol>

### CONCLUSION

The evaluation of the quality of higher education, on the basis in the European Association (ENQA) standards, have been developed inner-universitarian educational formation conceptual principles of teaching quality evaluation system and assurance. In head office of the Conservatory established Vice-Rector position of the Educational system reforms and training quality management and internal quality assurance department. And in Gyumri branch the implementation of QA processes responsibilities are on the Branch Manager by the order of Assistant Director for Academic Affairs. YSC's QA department conducted the self-analysis of YSC's all departments' activity. Started by newly developed

planned inner-universitarian educational quality assurance process. Reviewed in YSC some operating regulations, elaborated in order to assess students' knowledge, the surveys were conducted every semester, analyzed and published. Processed two questionnaire and formed a new one Alumni questionnaire.

A transition was carried out in Conservatory for organizing teaching by credit system, ensuring its compatibility with the European ECTS system. Nearby issue embedded systems applied of full value ensuring of the system of opportunities provided with expanding the scope of its application, efficiency and improvement of current educational- methodical base and complying with all the requirements of the credit.

The Economic Development of the Republic, in the line with priorities and the changes, the university has expanded its professional profile, Bachelor's degree programs complete the list of specialties in demand of a number of modern professions and specialties, on five years basis, imported 11 new professions, one of which in Gyumri branch, two of the professions: "energy efficient technologies and energy management" as well as "Semiconductor and Microelectronics" opened by the employer's direct order. Simultaneously implemented the existing professions regroupings enlargement and make them more useful to everybody in the curriculum content and structure periodic updates as possible in line with labor market needs. However, the University's new curricula and subject programs of compulsory import of foreign expertise demand did not give the expected results, it often does not serve its intended purpose, and is strictly a formality underwent, because of no concerned approach by the employer. The correction of the situation significantly will contribute the creation of educational programs and a new review of the European "Tuning" methodology based on, the import of the mechanisms and procedures, of which processing works of the University approach the end of as a pilot (experimental) and two projects has already reviewed on the basis of the above methodology. The remaining all projects must be reviewed by order of the Rector in 2012/2013 academic year. Full compliance with the requirements of the strategic plan, successfully implemented the University's shifting for organizing teaching by credit system, ensuring its compatibility with the European ECTS system. The upcoming task embedded in applied system and is a full value ensuring of possibilities offered by the system, expanding the scope of its application, increasing the efficiency of, and the current improvement of educational and methodological basis in compliance with all the requirements of credit.

## **APPENDIXES LIST**

### **Appendix 1**

- Appendix 1.1** YSC's Charter
- Appendix 1.2** YSC's Strategic Plan
- Appendix 1.3** YSC's Strategic Plan Schedule

### **Appendix 2**

- Appendix 2.1** YSC's Structure
- Appendix 2.2** YSC's board work order
- Appendix 2.3** YSC's Scientific Council Regulation
- Appendix 2.4** YSC's Rector's Regulation
- Appendix 2.5** YSC's Faculty's Exemplary Regulation
- Appendix 2.6** YSC's Chair's Exemplary Regulation
- Appendix 2.7** YSC's Trade Organisation Charter
- Appendix 2.8** YSC's Trade Union Collective Agreement

### **Appendix 3**

- Appendix 3.1** YSC - the Diploma Appendix example
- Appendix 3.2** YSC Students' knowledge testing and assessment procedures

### **Appendix 4**

- Appendix 4.1** YSC's Paid Services Implementing Regulation
- Appendix 4.2** YSC's Foreign citizens preparatory courses' organizing and implementing Regulation
- Appendix 4.3** YSC for additional education implementing Regulation
- Appendix 4.4** YSC's students Council Charter

### **Appendix 5**

- Appendix 5.1** YSC's Teaching staff forming Regulation
- Appendix 5.2** YSC in acceptance Work, transportation, removal, promotion, encouragement and disciplinary penalties procedure

### **Appendix 6**

- Appendix 6.1** YSC's Publishing Charter

### **Appendix 7**

- Appendix 7.1** YSC's surveys analysis example

## **Appendix 8**

### **Appendix 8.1**

YSC's publishing Charter

### **Appendix 8.2**

YSC's publications implementing Regulation

## **Appendix 9**

### **Appendix 9.1**

YSC's list of international agreements

## **Appendix 10**

### **Appendix 10.1**

YSC's internal quality assurance department Regulation for Professional education

### **Appendix 10.2**

YSC's internal quality assurance department of Professional education for Procedures of conducting surveys

### **Appendix 10.3**

6 sample of surveys conducted in YSC