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ISEC NAS RA Director

_____ A. Sargsyan



Key Performance Indicators (KPI) System for the Evaluation of the ISEC NAS RA Mission, Strategic Plan Objectives and Tasks Implementation

The implementation of the mission and goals of the strategic development program of the RA NAS International Scientific Center (hereinafter Center) presupposes the adoption of strategic approaches that will ensure the most purposeful and effective reforms and the availability of Key Performance Indicators for their evaluation (KPIs). All the goals have been set in the context of the Center's overall mission, vision, a number of tasks have been set to achieve each goal. In terms of efficiency, there is a need to clarify by what criteria and scale the process of implementation of one or another component of the strategic plan should be evaluated. These are the KPIs that are discussed and revised with all stakeholders. According to these criteria, each department of the Center makes the annual reports which reflect the correspondence between the expected and "actual results".

At the same time, it is clear that the strategic development plan of the Center might be changed from time to time. In our opinion, the KPIs should be in line with the goals and objectives of the strategic plan of the Center, and at the same time be as universal as possible.

The KPIs, sources of information collection and approximate schedule for years are defined by the current document.

- Availability of an updated list of admissions/specializations at least six months prior to admission.
- Expansion of advertising processes namely the use of various advertising media, including radio and television with a frequency of at least once a year; the press - at least once a year; the website - regular

updates; meetings with employers including state, local authority bodies also with HEI representatives offering bachelor education not less than twice a year.

- Applicant's guide with a description of the services offered, with a variety of materials, updated every two years.
- Organization of open days and study orientation days for potential applicants at least once a year, starting from 2019.
 - Providing advice to applicants and students on career guidance: career planning.
- Availability of additional opportunities for managing continuing education.
- Organizational chart and the concept of the development of the Center Quality Assurance and Evaluation system with clear definition and separation of functions of structural units, management structures and appropriate procedures.
- Internal system for evaluating the quality of education in the Center, which meets the requirements of the European valuation standards.
- Regular publication of the learning evaluation results starting from the next academic year, 2019.
- Introduction and implementation of the annual monitoring function for the implementation of Master degree programs.
 - Creating an information database of Master theses since 2020
- A step-by-step transition aimed at building competencies in the development of educational programs according to the European structure.
- Conduct regular surveys of employers among graduates of the Center at least once every two years.
- Revise credit system in the the Center ensuring methodological and organizational support.
- Introduction and implementation of an electronic system for managing students' academic achievement data and thier participation in the courses
- Introduction and implementation of the annual pedagogical activity evaluation system of the academic staff of the Center.
- Introduction of a system of annual student satisfaction surveys, professional data analysis.

- Self-evaluation of the Center's activities according to the infrastructure accreditation criteria, 2019-2020.
 - Availability of a needs identification program aimed at training civil servants and private sector.
 - Availability of methodology for evaluating the effectiveness of further education, development of methods, continuous evaluation.
 - Availability of a system for evaluating the work efficiency of the academic staff.
 - Potential core of the faculty with advanced degrees (ensuring continuous professional growth).
 - Differentiated salary scale for professorial ranks since 2019.
 - Staff flow percentage during the year, relatively for each year.
- Integrity of legal documentation bases on management, 2018-2019.
 - New annual report sheet based on the Center's Key Performance Indicators (KPIs).
 - Availability of common ethical standards (code of conduct).
 - Compliance of the material and technical base with the requirements of state educational standards, including the classroom area for one student - 2.5 sq.m., the area of the foreign language classroom for one student - 3.0 sq.m.
 - Availability of an annual program of cultural events.
 - Availability of an annual program of events aimed at social issues.
 - Evaluation of employee and student satisfaction with social, cultural and other programs implemented in the Center, an annual survey to reveal employee and student satisfaction, publication of the research on the website
 - Percentage growth of off-budget revenues compared to the previous year
 - The growth rates of the average monthly salary of the Center's employees
 - Availability of a program for the development of information resources, improved website of the Center
 - Electronic document management system
 - Operating electronic library, close cooperation with NAS RA Fundamental Scientific Library

- Application of electronic technologies by the academic staff, introduction and development of the Moodle virtual learning platform
- Participation in the research projects of the Center, including scientific-pedagogical staff, post-graduate students and master degree students
- Annually updated database and information on partner institutions
- International conferences, scientific periodicals, cooperation programs, involvement in the scientific topics
- The constant annual growth of the PR activity of the Center (news and advertising events), an increase in the number of publications in the media
- Effective work with the Center's alumni, union, alumni data information-communication system
- Membership/participation of the Center in international organizations and consortia
- Organization of administrative and research internships of the Center's students abroad
- Participation of the Center's representatives (business trips) in international projects and other programs
- Strengthening cooperation with RA NAS research institutes, contracts and agreements, acting departments in the RA NAS institutes.

The KPIs system of results evaluation was developed by a working group of the Center, students and stakeholders. It is revised and updated annually based on the localized sources of information collection and constantly improving mechanisms. Based on them, analyses are carried out, appropriate instructions and tasks are given to the the departments/units of the Centre and the time-frames are set. The KPIs system is approved and can be amended by the order of the Director of the Center. If necessary, the system of KPIs, the results of the analyses and the current regulation are submitted to the Scientific Council of the Center for further discussion.