

The background of the cover is a composite image. The top half features a pattern of interlocking puzzle pieces in shades of blue and grey. The bottom half shows a perspective view of a blue road with white dashed lines, receding towards a bright horizon. Several white arrows are painted on the road, pointing towards the horizon, with the years 2022, 2023, 2024, 2025, and 2026 written along their shafts.

**ARMENIAN STATE INSTITUTE OF PHYSICAL
CULTURE AND SPORT**

STRATEGIC PROGRAM

“ARMENIAN STATE INSTITUTE OF PHYSICAL CULTURE AND SPORT” FOUNDATION STRATEGIC PROGRAM FOR 2022-2026

INTRODUCTION

The issue pertaining to the formation of an up-to-date educational model across the Republic of Armenia has been central for state and local government bodies for quite a long time. The educational system with respect to rapid advances of the society undergoes changes too, but those implemented in the field of education have a unique and irregular nature, not consistent with the positive developments urgently needed to provide a competitive education. Moreover, these changes occur at all levels of the educational sectors: student demands and expectations, professional abilities and skills of teaching staff, management, interpersonal relations, etc. Herewith, the existing management systems, previously effective cease to comply with the purpose, which is to provide high-quality education for people of all ages, genders, social groups, as well as to promote the professional development of the staff.

At the core of economic, cultural and social development of the state lies a competitive education system. Education has rightfully become a warranty of a prosperous life, underpinning empowerment of states and national security.

In the 21st century educational institutions are challenged by technological development, constant changes in education and the principle of “Education for All”. The "Armenian State Institute of Physical Culture and Sport" foundation is no exception and its development strategy is structured on several guidelines:

- 1. quality education with a major upgrade of teaching and assessment methods,**
- 2. professional development of teaching staff,**
- 3. effective management,**
- 4. assertion of school-HEI-labor market functional links.**

One of the pillars for implementing education in compliance with modern international standards is also the "education-science" connection and the introduction of scientific research results to educational programs. Modern science is now moving from field-related research to problem-based research, creating by far ample opportunities for complex and comprehensive research in sport and healthy lifestyle, which the HEI will pursue in the next 5 years.

It is well-known that the central mission of the Institute is to prepare high quality physical culture educators and trainers who will guide and have a real impact on young athletes. Additionally, an integral part of the HEI's mission is deemed to be the establishment and improvement of related fields of physical culture and sport service,

developmental ways of their upgrading, with a special focus on the development and application of alternative methods related to physical rehabilitation, health care, injury prevention and treatment of athletes. The mission implies also upgrading of the Armenian School of Sport Psychology, establishment of sport management and marketing sector and reinforcement of sport tourism.

ASIPCS should occupy its focal place in policymaking processes of sport development in Armenia. The current historical, cultural and socio-economic situation of the Republic of Armenia forces to promote the policy of sport and physical activity and ensure the sector empowerment through tackling issues of military application, health care of the population and recognition of high-performance sport.

The main objective of the given strategic program of development and intended reforms is to figure out fundamental applied solutions to the current problems of physical culture, sport and healthy lifestyle and implement them by emphasizing the importance of radical changes in the quality of education, by underlying the real formation and dissemination of quality assurance as well as valuing revolutionary approaches to education among students and society. Guided by the slogan "Think, act, achieve adhering to traditions", the Institute will aspire to gain a new quality of education.

The present strategic program is based on the achievements and accomplishments, competitive advantages and professional potential owned by ASIPCS to date, as well as realistic possibilities for further development of the HEI. Concurrently, the program poses serious challenges to ASIPCS and requires consistent work and proper use of human potential and financial resources. The strategic program implies a simultaneous and sequential implementation of interrelated actions that tend to upgrade the ASIPCS educational system, to improve and oversee educational, scientific and research activities, to advance financial, economic and entrepreneurial functions, to expand students' future employment opportunities and social support policy, as well as to diversify their social engagement.

The program will be implemented with the wide involvement and support of internal and external beneficiaries of the Institute, in close cooperation with educational institutions, as well as with state and international organizations financing programs within the field of education and science. The program introduces the current state, mission, vision, and values of the Institute. The aim and objectives of the program determine the sub-aims, the reasoning of policy development necessary for their solution, the proposed basic directions and intended outcomes.

Enduring and fundamental values of the Institute

Since its establishment the Institute has shaped enduring values and traditions that unite several generations of lecturers and students inherently defining the profile of physical culture and sport through the Republic of Armenia. The core values of the Armenian State Institute of Physical Culture and Sport are the principles and approaches that lie at the basis of its engagement. Our graduate is the bearer of those core values, the best user and transmitter of them.

Value benchmarks are:

- uniqueness,
- professionalism,
- stability,
- reliability,
- flexibility,
- innovation,
- quality.

The slogan of ASIPCS is “Think, act, achieve”.

VISION

ASIPCS claims to become the leading higher educational institution throughout the region, engaged in carrying out educational and research activities and preparing specialists in physical culture and sport as well as in related areas.

ASIPCS is an organization which:

- will provide quality education in combination with theory, science and practice, with a special focus on a solid foundation for education and effective cooperation between all stakeholders in academic pursuits,
- will be guided by the issues relevant to internationalization of the scientific and educational system,
- will offer services with particular regard to the development of sport pedagogy and sport science in the Republic of Armenia as well as the applicability of innovative ideas,
- will develop additional continuing education programs, provide consultancy services in public health, sport and related fields,
- will ensure widespread use of modern information technologies in educational and research processes for the purpose of high efficiency of teaching and research.

MISSION

The mission of ASIPCS is to provide competitive and qualified specialists for physical culture, sport and related areas through promotion of continuous personal growth, knowledge acquisition and transfer, assistance in human potential, enhancement and development of sport throughout the region.

Objectives of the program are:

- 1) identify the HEI's existing resources, developmental trends and perspectives, assess challenges and obstacles.
- 2) create foundations needed for the advancement and implementation of pathways that assist in developing education.
- 3) develop alternative options for solving the existing issues, which will essentially result in resources being efficiently used.
- 4) implement continuous reforms and develop adequate approaches to face existing challenges.
- 5) create a favorable environment for effective management system and developments in order to ensure efficient organization and management of works across the Institute.
- 6) determine procedures for implementing, monitoring and overseeing activities provided by the program.

AIMS AND OBJECTIVES OF THE PROGRAM

In order to accomplish the vision of ASIPCS, aims and objectives of the Institute's activities for 2022-2026 have been identified.

AIM 1. Ensuring and improving the quality of education

1. improve and upgrade the quality of education programs,
2. provide research-based and practice-based learning,
3. modernize the academic process management system of ASIPCS,
4. create equal educational conditions for all social groups,
5. ensure the 5th level vocational education, establish a secondary vocational education institution (SVEI).

Intended outcomes

1. competitive and quality education programs consistent with the demands of labor market,
2. procedures for developing up-to-date methods of teaching, learning and assessment,

3. availability of a research component in education programs, assessment methodology of practical abilities and skills,
4. increasing the employment rate of ASIPCS graduates,
5. availability of a modern academic process management system of ASIPCS, provision of alternative education with the development of electronic learning toolkit,
6. ensuring logistical support and relevant programs for students with special educational needs,
7. strengthening the quality of students attending the Institute.

AIM 2. Upgrade and development of scientific and research activities

1. develop and implement mechanisms promoting scientific and research activities,
2. encourage and boost scientific and innovative engagement as well as creative initiatives of students,
3. outline the priority directions, goals and road map of ASIPCS scientific and research activities,
4. assist in elevating and commercializing the applicability of ASIPCS scientific research results,
5. establish laboratories of sectoral excellence in anticipation of SPIN-offs creation,
6. pursue internationalization of scientific and research thinking and development of joint programs.

Intended outcomes

1. policies and procedures for promoting scientific activity,
2. availability of student start-ups,
3. institutional, faculty-based, chair-based and individual approved scientific topics, action plan for their implementation,
4. inclusion of scientific and research results in professional education programs, policy of coverage, orders for implementation of results,
5. presence of excellence and (or) applied laboratory,
6. publication of manuscripts in high-ranking international databases, increasing recognition of the Institute.

AIM 3. Increasing management efficiency, human capital realisation

1. improve the participatory management model,
2. provide a competitive and healthy working environment with capable professionals,
3. identify and advance high-potential employees,
4. develop procedures for creating own personnel school.

Intended outcomes

1. available interaction of structural units, clarification of functions, information access toolkit and legal basis, improved indicators of organizational structure, management system and work efficiency of departments,
2. effective operation of the human resources management system,
3. competitive staff / teaching, study support staff and administrative staff,
4. establishment of own personnel school.

AIM 4. Increasing financial management efficiency

1. ensure diversity of ASIPCS financial inputs across ASIPCS, necessary inflow of funds,
2. develop a financial planning system, make targeted distribution of finances, increase the efficiency of financial and material resources management,
3. improve and upgrade the building conditions of ASIPCS, increase the usage efficiency.

Intended outcomes

1. improved financial stability of ASIPCS, expanded and diversified financial flows,
2. availability of mechanisms for efficient management and targeted distribution of financial resources,
3. provision of logistical bases in line with the requirements of modern education, effective use of finances, attractive and comfortable working environment.

AIM 5. Expanding and strengthening the internationalization process

1. extend the internationalization complex processes of ASIPCS to ensure the HEI's continuous active participation in international integration,
2. enhance the active involvement of ASIPCS teaching staff and research groups in academic pursuits, international research projects and grant programs,
3. further the teaching, administrative staff and student mobility of ASIPCS,
4. assist ASIPCS teaching members in getting published in journals with highest impact factor,
5. promote the inflow of foreign students and expand the geography.

Intended outcomes

1. strengthening activities relevant to international cooperation, presence of a fixed document concerning the internationalization procedure of ASIPCS,

2. wider opportunities for cooperation with international donor and grant-providing organizations, achievement of financial stability at the expense of international grant programs,
3. ensuring intense involvement in both international and regional scientific - educational sphere,
4. growth of scientific publications in high-ranking international journals,
5. increased availability of information on the ASIPCS international activities across external and internal information platforms,
6. availability and implementation of foreign language education programs,
7. rising number of foreign students and expanded geography.

AIM 6. Expanding and consolidating public and institutional relations

1. establish long-term ties of cooperation with the external beneficiaries of ASIPCS and public structures,
2. increase the public responsibility of ASIPCS and ensure the transparency and accountability of its engagement,
3. develop and implement an active policy of information dissemination and propaganda relevant to ASIPCS activities.

Intended outcomes

1. availability of legal basis,
2. continuously updated database of partner structures,
3. affordable and accessible information related to ASIPCS activities, openness and transparency of its activities,
4. improved relations and expanded cooperation of the Institute with public and mass media,
5. availability of PR policy of ASIPCS,
6. growth of social media followers and increase of positive references in mass media.

AIM 7. Diversification of supplementary and continuing education

1. implement the component of non-formal education, for students of the Institute as well,
2. provide access to continuous and lifelong education in the field of physical culture and sport for all age groups of the population by introducing medium-term and short-term programs,
3. implement training programs for the Institute teaching staff,

4. promote a healthy lifestyle among schoolchildren, organize "Summer Schools" for schoolchildren, including the children of employees of the Institute.

Intended outcomes

1. regulation of the labor market by recruiting qualified specialists,
2. availability of a new education format,
3. provision of continuous (lifelong) education,
4. promotion of a healthy lifestyle.

AIM 8. Ensuring an active student life

1. support social involvement of students and their ability to take initiative.
2. foster the activation and modernization of student scientific research, as well as student participation in sporting activities.
3. improve student support mechanisms.
4. promote processes of increasing the social responsibility of students.

Intended outcomes

1. active and efficient participation of students in ASIPCS decision-making processes,
2. availability of normative legal acts regulating the activities of Student Council (SC), Student Scientific Society (SSS) and "Fima" sport club,
3. enhancing student engagement in science,
4. presence of student start-ups,
5. strengthening civic and social involvement of students, boosting sport and cultural life among students, promoting a healthy lifestyle, improving recognition of the HEI.

AIM 9. Internal system development of quality assurance

1. develop the intra-institute system of education quality assurance (QA), to reinforce quality culture in the Institute.
2. create mechanisms responsible for working pursuant to the PDCA cycle (plan-do-check-act) in all units and processes of the HEI.
3. implement reformative steps and actions based on the need analysis of ASIPCS main beneficiaries, the accountability mechanisms and the identified results.
4. review and improve QA policies, procedures and mechanisms in compliance with the results of internal and external assessments.
5. contribute to the integration of ASIPCS in the European Higher Education Area (EHEA), ensuring the consistency of the HEI's quality assurance processes with international standards and criteria.

Intended outcomes

1. reinforcing, permanently improving and disseminating best practices of the culture of quality control in the HEI, based on cooperation, transparency and trustworthiness,
2. evaluating the effectiveness and increasing the efficiency index of ASIPCS activities pursuant to the PDCA cycle (plan-do-check-act),
3. active involvement of internal and external stakeholders in different levels of the quality management system,
4. development and application of effective mechanisms required for disseminating the culture of quality, availability of quality assurance policies, procedures and regulations and a high rate of their applicability,
5. implementation of QA mechanisms and procedures in line with the requirements of the European standards and guidelines for internal quality assurance.

AIM 10. Career opportunities management

1. drive the development of opportunities for employment and career growth of ASIPCS students and graduates, increase competitiveness in the labor market,
2. expand the cooperation between ASIPCS and employers with particular regard to the modernization of PEPs and the improvement of education quality,
3. strengthen the HEI-graduate-employer interaction.

Intended outcomes

1. Employment options and career growth for ASIPCS students and graduates,
2. A plethora of interaction and effective links of cooperation with employers,
3. High curiosity of external stakeholders in the ASIPCS activities,
4. ASIPCS-student-graduate-employer reciprocal and permanent liaison.

MANAGEMENT MONITORING AND ASSESSMENT PROCEDURES FOR EVENTS PLANNED IN THE PROGRAM

The Institute implements regular and extraordinary monitorings in an effort to study the strategic program advancement and the processes of achieving the aims. Regular monitoring is conducted once every 2 years. Extraordinary monitoring is carried out in case there have been such changes in the external or internal environment, which presence brings into question the consistent continuation of the strategic program.

By the order of the Institute Rector a monitoring group is formed to carry out regular or extraordinary monitoring, at least one week before the regular monitoring is conducted. Members of the program development team cannot be enrolled in the monitoring team.

The aim of monitoring is to check up the progress of program implementation which is ensured by:

1. the compliance of actions by units and persons in charge with the vision, mission, objectives and directions of the strategic program,
2. the review of existing program pursuant to internal and external changes.

Through monitoring it is detected:

1. the consistency of program implementation outcomes with the aims and directions set forth,
2. tendencies to achieve the vision and mission,
3. the level of meeting the needs of beneficiaries,
4. the program impact on the Institute development,
5. the compliance of actions taken by persons in charge for the program implementation with the RA legislation,
6. the necessity to review the program.

Data collection sources for monitoring are as follows:

1. statistical data of the Institute,
2. internal monitoring reports of the QAC
3. reports of the Institute departments and governing bodies,
4. annual activity and financial reports,
5. documents developed by the Institute,
6. results of focus groups, included in the monitoring group, or surveys conducted with different groups of stakeholders,
7. collected data on study of the Institute resource base.

The strategic program advancement and impact on the Institute activities as well as among beneficiaries is ensured through assessment. Monitoring and assessment make it possible to amend or review the current program if necessary in order to respond in time to significant changes in the external and internal environment.

Measurability is a crucial indicator for assessment. In this regard, a special focus is set on defining clear, feasible and measurable aims. In terms of assessment, important indicators are considered to be the approaches for the implementation of actions required to achieve the aims as well as monitoring and assessment formats.

RISKS OF STRATEGIC PROGRAM IMPLEMENTATION

The effectiveness of program implementation depends on assessment, mitigation or prevention of a number of possible risk factors. Risk factors, their possible consequences and the necessary actions geared toward prevention are set forth in the table.

Program implementation risk factors, consequences and necessary actions aimed at mitigating or preventing them

N	Risk	Consequence	Actions geared toward mitigation or prevention	Person(s) in charge for the action
1.	Legislative amendments	Globalization of universities	Various professional educational programs	Rector, Vice-rectors
2.	Insufficient financial resources	The strategic program is not implemented or partially implemented	a. risk assessment, b. budget, c. appropriate expenses planning, d. conducting negotiations with donors	Rector, Vice-rectors
3.	Inadequate awareness of the strategy by external and internal stakeholders	Failure to organize processes	Awareness activities related to the strategic program aims, schedule of actions, intended outcomes աշխատանքներ	Vice-rectors
4.	Indifference or weak involvement of stakeholders in strategy implementation processes	The strategic program is not consistent with its aims	Explanatory and awareness activities, implementation of measures to increase the motivation of internal stakeholders	Rector, Vice-rectors
5.	Political and economic instability of the country	The strategic program is not implemented or partially implemented	Situation-based solutions	Rector, Vice-rectors
6.	Force majeure situations: war, pandemic, etc	The strategic program is not implemented or partially implemented	Situation-based solutions	Rector, Vice-rectors



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