



**MEMORANDUM OF UNDERSTANDING  
BETWEEN**

**University of the Arts London  
("UAL")**

**Higher Education and Science  
Committee of the Ministry of Education,  
Science, Culture and Sports of the  
Republic of Armenia**

Address:  
272 High Holborn, London WC1V 7EY

Address:  
22 Orbeli Brothers Street, Yerevan, 0028, RA

(each as a "**Party**" and together as the "**Parties**").

This Memorandum of Understanding ("**MoU**") signifies a statement of intent to collaborate but is not a legally binding document.

This MoU records the Parties' intention to strengthen ties between them, which might lead in future to the establishment of one or more partnership agreements for exchange purposes, academic co-operation and other collaborative activities.

This MoU is made as a gesture of goodwill between the Parties, which may see the development of links in the areas of:

- a) **Knowledge Sharing:**  
Drawing on its experience in the successful implementation of a merged university model, UAL offers to share knowledge, experience, and best practice. This includes insights into the model's achievements, challenges, and strategies for effective execution.
- b) **Consultancy for Merger Strategy:**  
UAL offers to provide direct consultancy to the Higher Education and Science Committee for the development of a comprehensive merger strategy, as well as an implementation plan including guidelines, recommendations and tools, on terms to be negotiated in due course.
- c) **Mentoring and Coaching:**  
UAL offers to provide systematic mentoring and coaching to the senior leadership team (SLT) of the Higher Education and Science Committee on terms to be negotiated in due course. This thought leadership support aims to provide guidance and expertise in various aspects of institutional management and development.

**d) Curriculum and Content Support:**

Higher Education and Science Committee also seeks assistance from UAL in revising and quality checking existing curriculum and content in three state Arts university of Armenia. This collaborative effort aims to enhance the academic offerings and ensure their alignment with international standards.

**e) Instructor Professional Development:**

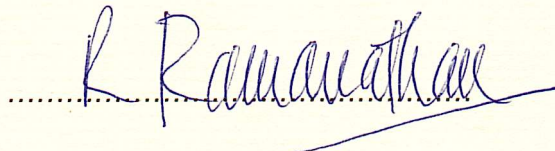
UAL offers to provide continuous professional development opportunities for the instructors as specified by the Higher Education and Science Committee. This includes workshops, training sessions, and access to relevant resources to enhance teaching and pedagogical skills.

**f) Dual Degree Programs:**

Both parties will work collaboratively to develop dual degree programs that offer students the opportunity to earn degrees from both institutions. These programs will be designed to provide a diverse and enriching educational experience.

***Details of the implementation of any particular arrangement shall be negotiated as and when such cases arise. A binding agreement shall be signed by the Parties before the arrangement is implemented.***

This MoU is subject to revision, renewal or cancellation by mutual consent and becomes effective upon completion of signature for a period of five years. Each Party has the right to discontinue the arrangements subject to a period of twelve months' written notice being given.

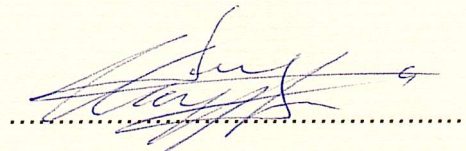


Name: Rathna Ramanathan

Job Title: UAL Pro Vice-Chancellor.  
Head of College, CSM.

On behalf of: University of the Arts London

Date..... 7. 11. 23 .....



Name: Sargis Hayotsyan

Job Title: Chairman of the RA MESCS Higher  
Education and Science Committee

On behalf of: Higher Education and Science  
Committee of the Ministry of Education,  
Science, Culture and Sports of the Republic of  
Armenia

Date..... 07. 11. 2023. .....