STRATEGIC PLAN OF THE AGÈNCIA VALENCIANA D'AVALUACIÓ I PROSPECTIVA (VALENCIAN EVALUATION AND FORESIGHT AGENCY) 2020-2022
# Index

1. **JUSTIFICATION** ........................................................................................................................................... 4  
   STRENGTHS .................................................................................................................................................. 4  
   WEAKNESSES .............................................................................................................................................. 4  
   THREATS .................................................................................................................................................... 4  
   OPPORTUNITIES ........................................................................................................................................... 5  
2. **MISSION, VISION AND VALUES** .................................................................................................................. 6  
   2.1. Mission statement ...................................................................................................................................... 6  
   2.2. Vision ....................................................................................................................................................... 6  
   2.3. Values ...................................................................................................................................................... 6  
3. **STRATEGIC AXES AND OBJECTIVES** ......................................................................................................... 8  
   AXIS 1. INSTITUTIONAL STRENGTHENING .................................................................................................... 8  
   AXIS 2. QUALITY OF THE VALENCIAN UNIVERSITY SYSTEM ...................................................................... 8  
   axis 3. quality of the valencian r&d and innovation system ........................................................................... 8  
   AXIS 4. QUALITY OF VALENCIAN PUBLIC SERVICES ................................................................................ 9  
   PROSPECTIVE FOR THE IMPROVEMENT OF THE UNIVERSITY SYSTEM, R&D&I AND PUBLIC SERVICES IN THE VALENCIAN COMMUNITY ........................................................................................................ 9  
4. **ACTIONS** ...................................................................................................................................................... 10  
   AXIS 1. INSTITUTIONAL STRENGTHENING .................................................................................................... 10  
   Strategic objective 1. Achieve international recognition for AVAP ................................................................. 10  
   Strategic objective 2. Increase AVAP’s visibility ............................................................................................... 10  
   Strategic objective 3: Improve AVAP’s internal organisation ......................................................................... 11
Expand the network of organisations and experts of recognised prestige that collaborate with AVAP

Encourage student participation and involvement in AVAP activities

AXIS 2. QUALITY OF THE VALENCIAN UNIVERSITY SYSTEM

Strategic objective 1. To strengthen the quality culture in universities

Strategic objective 2. Ensure and improve the quality of university degree evaluation processes

Strategic objective 3: Ensure and improve the quality of teacher evaluation processes

Strategic objective 4. To ensure and improve the quality of the evaluation processes for the creation, modification or suppression of university centres

Strategic objective 5. To ensure and improve the quality of the evaluation processes for the creation, modification or suppression of university degrees

AXIS 3. QUALITY OF THE VALENCIAN R&D&I SYSTEM

Strategic objective 1. To ensure and improve the quality of the evaluation processes of R&D&I support and subsidy programmes.

Strategic objective 2. To ensure and improve the quality of the evaluation processes of the research activity and knowledge transfer of the staff of universities, public research organisations and other entities.

Strategic objective 3. Ensure and improve the quality of the evaluation processes of university research institutes

AXIS 4. QUALITY OF VALENCIAN PUBLIC SERVICES

Strategic objective 1. Boosting quality and innovation in public services

AXIS 5. FORESIGHT

Strategic objective 1. Facilitate decision-making by the Valencian Government, the university system, the R&D&I system and public services through the planning of future scenarios
1. JUSTIFICATION

In 2017, a Strategic Plan was defined for AVAP for the period 2018-2021. For its construction, a SWOT analysis was carried out to be able to make an approximation to the agency's Strengths, Weaknesses, Opportunities and Threats, and thus better understand the situation and direct the Strategic Plan along the lines of maximising strengths and opportunities, while at the same time improving AVAP's response capacity to address weaknesses and threats. Given that in these first years of the plan, the objectives have been readjusted, we are going to define a new Strategic Plan for the period 2020-2022 (3 years) using the previous one as a starting point.

The following is a summary of the main conclusions of the SWOT analysis carried out for AVAP in 2017, which are perfectly transferable to the present day and which will serve as a starting point for defining this update of the strategic plan for the next three years:

STRENGTHS

- Good consideration among the agents of the Valencian University and R&D&I System.
- Agreed protocols and procedures.
- Public and transparent information.
- Large and diversified panel of qualified evaluators.
- Great capacity for autonomy from political power.

WEAKNESSES

- Low number of technical staff.
- Need for specific training for staff.
- Insufficient social recognition.
- Budgetary dependence on the regional government.
- Need to expand the panel of evaluators in order to have a sufficient number of evaluators available at times of overloaded demand for reports.
- Lack of permanence of technical and administrative staff.

THREATS

- Not being a full member of ENQA and not being registered as a quality agency in EQAR.
- Restrictions on staff modifications.
- Competition with other agencies for new evaluators.
- Dependence on ANECA in certain procedures.
OPPORTUNITIES

• Possibility to broaden competences and achieve greater international recognition by joining ENQA and EQAR.
• Raising new sources of funding.
• Increased relations and exchanges with REACU member agencies.
• Regional political consensus on the need for a strong university quality agency of its own.
• Demand from universities and other external evaluation bodies for programmes or projects other than those for which AVAP is responsible.
2. MISSION, VISION AND VALUES

2.1. Mission statement

AVAP's mission is to stimulate excellence in Valencian systems of higher education, innovation and public services, through evaluation and foresight, in order to improve the society it serves.

2.2. Vision

AVAP should be an internationally recognised agency for ensuring the quality of Valencian higher education systems, R&D&I and public services through the objective, sustainable and independent implementation of European and international procedures and standards.

AVAP must generate relevant information on Valencian higher education systems, R&D&I and public services in order to become an irreplaceable point of reference for society and the Valencian government.

2.3. Values

In carrying out its activities, AVAP is always guided by the following values:

- **Independence** in the fulfilment of its duties and in decision-making.
- **Objectivity** in the issuing of its reports.
- **Transparency** in its procedures, facilitating public access to information in a quick, clear and detailed manner.
- **Sustainability** in the implementation of activities.
- **Quality assurance** through regular internal and external evaluation of its processes in accordance with international standards that allow for continuous improvement.
- **User orientation** through personalised service to meet the needs and expectations of stakeholders.
- **Collaboration** with agents and institutions linked to higher education and R&D&I in the Valencian Community and other territories in order to achieve common goals, always through a culture of dialogue.
- **Cooperation** with national and international bodies, agencies and networks with common interests.
- **Respect** for the actors and institutions linked to higher education and R&D&I, especially their diversity and autonomy.
• **Effectiveness** in achieving the expected results on time.
• **Efficiency** to achieve its aims by optimising the human and material resources available.
• **Social responsibility** through ethical, proactive and accountable behaviour to society at any time.
• **Teamwork** to promote synergies.
3. STRATEGIC AXES AND OBJECTIVES

AVAP’s Strategic Plan 2020-2022 is structured around 5 strategic axes:

- Institutional strengthening
- Axis 2. Quality of the Valencian university system
- Axis 3. Quality of the Valencian R&D&I system
- Axis 4. Quality of Valencian public services
- Axis 5. Foresight for the improvement of the university system, R&D&I and public services in the Valencian Community.

The strategic objectives to be achieved with AVAP’s Strategic Plan 2020-2022 are as follows:

AXIS 1. INSTITUTIONAL STRENGTHENING

Institutional strengthening is essentially about improving the efficiency and effectiveness of the organisation in order to carry out its mandated tasks in the best possible conditions.

Strategic objectives:
1. Achieve international recognition of AVAP.
2. Increase AVAP’s visibility.
3. Improve AVAP’s internal organisation.
4. Expand the network of organisations and experts of recognised prestige that collaborate with AVAP.
5. Encourage student participation and involvement in AVAP activities.

AXIS 2. QUALITY OF THE VALENCIAN UNIVERSITY SYSTEM

Strategic objectives:
1. Strengthening the culture of quality in universities.
2. To ensure and improve the quality of university degree evaluation processes.
3. To ensure and improve the quality of teacher evaluation processes.
4. To ensure and improve the quality of the evaluation processes for the creation, modification or suppression of university centres.
5. To ensure and improve the quality of the evaluation processes for the creation, modification or suppression of university degrees.

AXIS 3. QUALITY OF THE VALENCIAN R&D&I SYSTEM

Strategic objectives:
1. Ensure and improve the quality of the evaluation processes of R&D&I support and subsidy programmes.
2. To ensure and improve the quality of the evaluation processes of the research activity and knowledge transfer of the staff of universities, public research organisations and other entities.
3. Ensure and improve the quality of the evaluation processes of university research institutes.

AXIS 4. QUALITY OF VALENCIAN PUBLIC SERVICES

Strategic objective:
1. Boosting quality and innovation in public services

AXIS 5. PROSPECTIVE FOR THE IMPROVEMENT OF THE UNIVERSITY SYSTEM, R&D&I AND PUBLIC SERVICES IN THE VALENCIAN COMMUNITY

Propose and coordinate the development of reports on different areas of interest linked to the university system, R&D&I and public services of the Valencian Community with the aim of proposing improvements in the organisation.

Strategic objectives:
1. To facilitate decision-making by the Valencian Government, the university system, the R&D&I system and public services by means of future scenarios.
4. ACTIONS

The actions to be developed to achieve the strategic objectives of the AVAP Strategic Plan 2020-2022 are as follows:

**AXIS 1. INSTITUTIONAL STRENGTHENING**

**Strategic objective 1. Achieve international recognition for AVAP**

*Actions:*

1. Review the organisation of the Agency by strengthening the area of internationalisation.
   a. Timeframe: First half of 2020
   b. Responsible: AVAP Directorate General
   c. Indicators or evidence: technical appointment of internationalisation and report on actions carried out until October 2020.

2. Application for full membership in ENQA.
   a. Timeframe: Second half of 2020
   b. Responsible: AVAP Directorate General
   c. Indicators or evidence: Application accepted

3. Application for full membership in EQAR.
   a. Timeframe: Second half of 2021
   b. Responsible: AVAP Directorate General
   c. Indicators or evidence: Application accepted

**Strategic objective 2. Increase AVAP’s visibility**

*Actions:*

1. Design and implementation of a communication plan adapted to the expectations of the main stakeholders and the nature of the projects.
   a. Timeframe: Second half of 2020
   b. Responsible: Management, Foresight and Public Services Department
   c. Indicators or evidence: Communication plan in place.

2. Improving the design of the website to facilitate access to quality information for the agents involved.
   a. Timing: Permanent
   b. Responsible: Management, Foresight and Public Services Department
   c. Indicators or evidence: Quarterly % increase in visits to the website and in the consultation and downloading of reports.

3. Increased use of social networks.
   a. Timing: Permanent
   b. Responsible: Management, Foresight and Public Services Department
   c. Indicators or evidence: increase in number of followers
4. AVAP’s participation in national and international institutional forums and events.
   a. Timing: Permanent
   b. Responsible: AVAP Directorate General
   c. Indicators or evidence: number of forums and events in which AVAP participates.

5. Organisation of forums and other events throughout Valencia.
   a. Timing: Permanent
   b. Responsible: AVAP Directorate General
   c. Indicators or evidence: number of forums and events organised by AVAP

**Strategic objective 3: Improve AVAP’s internal organisation**

**Actions:**

1. Definition and deployment of a human resources policy to ensure the incorporation of the necessary qualified personnel.
   a. Timing: Permanent
   b. Responsible: Management, Foresight and Public Services Department
   c. Indicators/evidence: Qualified staff added annually (number and type of posts)

2. Adaptation of processes to the availability of human and economic resources.
   a. Timing: Permanent
   b. Responsible: Management, Foresight and Public Services Department
   c. Indicators/evidence: % of processes completed on schedule

3. Promoting the use of technological resources and e-government.
   a. Timing: Permanent
   b. Responsible: Management, Foresight and Public Services Department
   c. Indicators or evidence: Simplification of bureaucratic procedures, % of files processed through the electronic office.

   a. Timeframe: First half of 2020
   b. Responsible: AVAP Directorate General
   c. Indicators or evidence: Appointment of the Committee and Minutes of meetings.

5. Modification of the composition of the AVAP Guarantees Commission and appointment of its members.
   a. Timeframe: Second half of 2020
   b. Responsible: AVAP Directorate General
   c. Indicators or evidence: Appointment of new Assurances Committee

6. Establish a system for evaluating user satisfaction.
   a. Timeframe: Second half of 2020
   b. Responsible: Management, Foresight and Public Services Department
   c. Indicators or evidence: Development of survey templates to assess user satisfaction, collection and analysis of results.
7. Promoting initiatives to increase staff satisfaction and motivation.
   a. Timing: Permanent
   b. Responsible: Management, Foresight and Public Services Department
   c. Indicators or evidence: Initiatives proposed and implemented annually (number and type).

**Strategic objective 4: Expand the network of organisations and experts of recognised prestige that collaborate with AVAP.**

*Actions:*

1. Signing of agreements with other quality agencies and bodies for joint activities.
   a. Timing: Permanent
   b. Responsible: AVAP Directorate General
   c. Indicators/evidence: Agreements in force annually with quality agencies and bodies (number and purpose)

2. Consolidation of the comprehensive management system for collaborators and experts to enable their recruitment, selection, training, evaluation and loyalty, reinforcing collaboration with those who work internationally.
   a. Timing: Permanent
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: Annual increase in the number of experts collaborating with AVAP.

**Strategic objective 5: Encourage student participation and involvement in AVAP activities.**

*Actions:*

1. Analysis of students' needs and expectations in quality assessment processes.
   a. Timing: Permanent
   b. Responsible: AVAP Student Commission
   c. Indicators or evidence: Preparation of an annual report

2. Dissemination and training activities on the role of students in quality assessment processes.
   a. Timing: Permanent
   b. Responsible: AVAP Student Commission
   c. Indicators or evidence: Information sessions held annually (place and number of attendees), Content generated for dissemination on the website produced annually.
**AXIS 2. QUALITY OF THE VALENCIAN UNIVERSITY SYSTEM**

**Strategic objective 1. To strengthen the quality culture in universities**

*Actions:*

1. Carrying out dissemination and training activities on the role of the university community in internal quality assurance processes.
   a. Timing: Permanent
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: Outreach activities conducted annually (location and number of attendees), Training activities conducted annually (location and number of attendees).

2. Encouraging the participation of universities in institutional accreditation programmes.
   a. Timing: Permanent
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: Annual increase in the number of centres that have certified the implementation of their Internal Quality Assurance System.

3. Encourage universities to design their own mechanisms to manage the quality of the teaching activity of university teaching staff and to promote their development and recognition.
   a. Timing: Permanent
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: Annual increase in the number of universities that have certified the implementation of Docentia or a similar system.

**Strategic objective 2. Ensure and improve the quality of university degree evaluation processes**

*Actions:*

1. Incorporation of new assessors to the External Assessment Committees, Monitoring Commissions and Commissions for the Renewal of Accreditation of official university degrees.
   a. Timing: Permanent
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: Annual increase in the number of evaluators participating in AVAP commissions.
Strategic objective 3: Ensure and improve the quality of teacher evaluation processes

*Actions:*

1. Increase in the number of evaluation commissions to guarantee an evaluation adapted to the specificities of each field of knowledge.
   a. Timing: Permanent
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: Number of evaluation commissions per field of knowledge

2. Expansion of the panel of evaluators to ensure that all areas or fields of knowledge always have sufficient qualified evaluators.
   a. Timing: Permanent
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: Ratio between the number of knowledge areas for which evaluation is requested and the presence of evaluation staff from these areas.

Strategic objective 4. To ensure and improve the quality of the evaluation processes for the creation, modification or suppression of university centres.

*Actions:*

1. Approval and application of a new evaluation protocol for the creation of universities in the Valencian Community.
   a. Timeframe: Second half of 2020
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: Protocol approved

2. Approval and application of a new evaluation protocol for the creation, modification or suppression of university centres and departments in the Valencian Community.
   a. Timeframe: Second half of 2020
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: Protocol approved

Strategic objective 5. To ensure and improve the quality of the evaluation processes for the creation, modification or suppression of university degrees.

*Actions:*

1. Approval and application of a new evaluation protocol for the creation of university degrees in the Valencian Community.
   a. Timeframe: Second half of 2020
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: Protocol approved

2. Approval and application of a new evaluation protocol for the modification or suppression of university degrees in the Valencian Community.
   a. Timeframe: Second half of 2020
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: Protocol approved
**AXIS 3. QUALITY OF THE VALENCIAN R&D&I SYSTEM**

**Strategic objective 1. To ensure and improve the quality of the evaluation processes of R&D&I support and subsidy programmes.**

*Actions:*

1. Strengthen the evaluation committees by areas of knowledge. The committees are responsible for choosing the evaluators. These committees will be renewed every 4 years.
   a. Timing: Permanent
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: List of members of evaluation committees, with their appointments.

2. Expansion of the panel of evaluators to ensure that all areas of knowledge always have sufficient qualified evaluators to carry out peer review.
   a. Timing: Permanent
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: Ratio between the number of fields of knowledge for which evaluation is requested and the presence of specialist evaluators from these fields.

3. Agreements with the organising bodies to improve the evaluation criteria by adapting them to the objectives of the call for proposals, to avoid duplication in public calls for proposals and to obtain higher quality, reasoned reports.
   a. Timing: Permanent
   b. Responsible: AVAP Directorate General
   c. Indicators or evidence: Number of settlements reached annually; proportion of appeals dismissed.

4. Reduction of response times to convening agencies with the results of the evaluation.
   a. Timing: Permanent
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: Average time elapsed between the receipt of the documentation of a call for evaluation and the issuing of the evaluation reports.

**Strategic objective 2. To ensure and improve the quality of the evaluation processes of the research activity and knowledge transfer of the staff of universities, public research organisations and other entities.**

*Actions:*

1. Expansion of the panel of evaluators to ensure that all areas of knowledge always have sufficient qualified peer reviewers available to carry out the peer review.
   a. Timing: Permanent
   b. Responsible: Higher Education Quality and Innovation Service
c. Indicators or evidence: Ratio between the number of fields of knowledge for which evaluation is requested and the presence of specialist evaluators from these fields.

2. Improving evaluation procedures to obtain better quality and reasoned reports.
   a. Timing: Permanent
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators/evidence: Proportion of appeals dismissed

3. Increased agreements with universities, public research bodies and other entities to increase the number of research staff with accredited research or knowledge transfer activity.
   a. Timing: Permanent
   b. Responsible: AVAP Directorate General
   c. Indicators or evidence: Number of agreements in force and personnel accredited annually.

Strategic objective 3. Ensure and improve the quality of the evaluation processes of university research institutes.

Actions:

1. Approval and implementation of a protocol for the evaluation of the research activity carried out by the university research institutes.
   a. Timeframe: 2021
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: Protocol approved

2. Approval and implementation of a new evaluation protocol for the creation, modification or suppression of university research institutes.
   a. Timeframe: Second half of 2020
   b. Responsible: Higher Education Quality and Innovation Service
   c. Indicators or evidence: Protocol approved

AXIS 4. QUALITY OF VALENCIAN PUBLIC SERVICES

Strategic objective 1. Boosting quality and innovation in public services

Actions:

1. Approval of a procedure for the external certification of the quality of Valencian public services and the awarding of AVAP Quality Seals.
   a. Timeframe: First semester 2021
   b. Responsible: Management, Foresight and Public Services Department
   c. Indicators or evidence: Approved procedure.

2. Annual call for external certification and awarding of quality seals.
   a. Timeframe: 2022
   b. Responsible: Management, Foresight and Public Services Department
c. Indicators or evidence: Publication of the call for tender, Ratio of public services presented and quality seals obtained.

3. Approval of a procedure to reward innovation in Valencian public services.
   a. Timeframe: First semester 2022
   b. Responsible: Management, Foresight and Public Services Department
   c. Indicators or evidence: Approved procedure

4. Annual call for public service innovation awards.
   a. Timeframe: 2022
   b. Responsible: Management, Foresight and Public Services Department
   c. Indicators or evidence: Publication of the call for tender, Ratio of public services presented and quality seals obtained.

**AXIS 5. FORESIGHT**

**Strategic objective 1. Facilitate decision-making by the Valencian Government, the university system, the R&D&I system and public services through the planning of future scenarios.**

**Actions:**

1. Drafting of a foresight report on the map of official university degrees in the Valencian Community.
   a. Timeframe: 2022
   b. Responsible: Management, Foresight and Public Services Department
   c. Indicators or evidence: Report completed

2. Drafting of a foresight report on the Valencian R&D&I system.
   a. Timeframe: 2022
   b. Responsible: Management, Foresight and Public Services Department
   c. Indicators or evidence: Report completed

3. Drafting of a foresight report on Valencian public services.
   a. Timeframe: 2022
   b. Responsible: Management, Foresight and Public Services Department
   c. Indicators or evidence: Report completed

Valencia, 8 January 2020