Strategic Plan of the Valencian Agency of Evaluation and Foresight
2023-2026

Agència Valenciana d’Avaluació i Prospectiva
CONTENTS

1. JUSTIFICATION ........................................................................................................3
   STRENGTHS...........................................................................................................3
   WEAKNESSES ......................................................................................................3
   THREATS..............................................................................................................4
   OPPORTUNITIES ..................................................................................................4

2. MISSION, VISION AND VALUES ...........................................................................5
   Mission .................................................................................................................5
   Vision ....................................................................................................................5
   Values ....................................................................................................................5

3. STRATEGIC AREAS AND OBJECTIVES ...............................................................6
   AREA 1. INSTITUTIONAL STRENGTHENING .........................................................6
   AREA 2. QUALITY OF THE VALENCIAN UNIVERSITY SYSTEM: NEW TASK .........................................................6
   AREA 3. QUALITY OF THE VALENCIAN R+D+i SYSTEM .......................................6
   AREA 4. FORESIGHT, THEMATIC ANALYSIS AND EMPLOYMENT OBSERVATORY OF THE VALENCIAN COMMUNITY ...............................................................7

4. ACTIONS ................................................................................................................8
   AREA 1. INSTITUTIONAL STRENGTHENING ..........................................................8
   AREA 2. QUALITY OF THE VALENCIAN UNIVERSITY SYSTEM: NEW TASK ..........................................................11
   AREA 3. QUALITY OF THE VALENCIAN R+D+i SYSTEM .........................................13
   AREA 4. FORESIGHT, THEMATIC ANALYSIS AND EMPLOYMENT OBSERVATORY OF THE VALENCIAN COMMUNITY .............................................................14
1. JUSTIFICATION

As AVAP’s strategic plan is nearing completion (2020-2022), a new SWOT analysis was carried out to address an updated approach to SWOT analysis was conducted to address an updated approach to the agency’s Strengths, Weaknesses, Opportunities and Threats, Opportunities and Threats of the agency, in order to gain a better understanding of the current situation and to guide AVAP’s new Strategic Plan on the way forward. AVAP’s new Strategic Plan along the lines of maximizing strengths and opportunities, while improving the agency’s AVAP’s response capacity to address the agency’s main weaknesses and threats. AVAP’s incorporation into ENQA in June 2022 has opened up many new new possibilities and new tasks for the agency that require a significant staffing and organizational effort. organizational effort. In March 2023 we will know if we finally appear in the register of EQAR. If we are, and we trust we will be, the agency will have all the competencies to globally manage the quality of higher education in the Valencian Community.

A. Internal factors

**STRENGTHS**

- Good consideration among the agents of the Valencian university and R+D+I system.
- Agreed protocols and procedures.
- Public and transparent information.
- Labor flexibility.
- Wide and diversified panel of evaluators.
- Updating of documentation according to the requirements of the management system of the UNE-EN ISO 9001:2015 Standard.
- Great capacity for autonomy with respect to political power.
- Continuous contact with the rest of Spanish quality agencies.
- Measurement of customer satisfaction through surveys and data reporting.

**WEAKNESSES**

- Low number of technical team.
- Need for specific training for the staff.
- Insufficient social recognition.
- Budgetary dependence on the regional government.
- Lack of permanence of the technical and administrative staff, leading to time for initial training.
- Need to expand and update the panel of evaluators in order to have a sufficient number available at times of overload of demand for reports.
- Lack of a welcome manual for new staff.
- Few prospective studies.
B. External factors

**THREATS**
- Not being registered as a quality agency in EQAR.
- Restrictions on staff modifications.
- Dependence on ANECA in certain procedures.
- Changes in Management and/or Presidency linked to the executive body or bodies governing the Valencian Community.
- Changing state university legislation.

**OPPORTUNITIES**
- Possibility of expanding competencies and achieving greater international recognition by joining EQAR.
- Joining ENQA in June 2022 as a full member opens up and considerably facilitates AVAP’s possibilities for international recognition.
- Attraction of new funding resources.
- Increased relations and exchange with the agencies integrated in REACU.
- Regional political consensus on the need to have its own University Quality Agency.
- Improve the internationalization of the agency by participating in work teams with other agencies and international network groups.
- Acquiring full competences on quality management in Valencian universities allows a reorganization of the agency with the intention of improving its efficiency and effectiveness.
2. MISSION, VISION AND VALUES

Mission

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

Vision

AVAP is an agency internationally recognized for ensuring the quality of Valencian higher education systems, R+D+I and public services through the objective and independent implementation of European or international procedures and standards. AVAP generates highly valuable information and has become an irreplaceable reference for the Valencian society and government.

Values

For the development of its activities, AVAP is always guided by the following values:

- **Independence** in the performance of its duties and decision making.
- **Objectivity** in the issuance of its reports.
- **Transparency** in its procedures, facilitating public access to information in a quick, clear and detailed way.
- **Sustainability** in the development of all its tasks.
- **Quality assurance** through periodic internal and external evaluation of its processes, according to international standards that allow continuous improvement.
- **User orientation** through personalized attention to serve 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 to achieve common goals, always through a culture of dialogue.
- **Cooperation** with national and international organizations, agencies and networks with common interests.
- **Respect** for the agents and institutions linked to higher education and R&D&I, especially their diversity and autonomy.
- **Effectiveness** to achieve the expected results in the expected time.
- **Efficiency** to achieve its goals by optimizing the human and material resources available.
- **Social responsibility** through ethical and proactive behavior, with the capacity to be accountable to society at any time.
- **Teamwork** to promote synergies.
3. STRATEGIC AREAS AND OBJECTIVES

The strategic objectives to be achieved with AVAP’s Strategic Plan 2023-2026 are a continuation of those of the strategic plan that is now ending. They are as follows:

Area 1: Institutional strengthening
Area 2: Quality of the Valencian university system: new tasks
Area 3: Quality of the Valencian R+D+i system
Area 4: Foresight, thematic analysis and employment observatory of the Valencian Community

AREA 1. INSTITUTIONAL STRENGTHENING

Strategic Objectives:

1. Strengthen AVAP’s international recognition.
2. Increase AVAP’s visibility in the immediate environment and internationally.
3. Improve AVAP’s internal organization.
4. Expand the network of organizations and experts of recognized prestige that collaborate with AVAP.
5. Encourage student participation and involvement in all AVAP activities.

AREA 2. QUALITY OF THE VALENCIAN UNIVERSITY SYSTEM: NEW TASK

Strategic Objectives:

1. Strengthen the culture of quality in universities.
2. To assure and improve the quality of the processes of evaluation of university degrees, incorporating the new tasks assumed by AVAP, among which are the verification and modification of degrees.
3. 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 centers.
5. Incorporate institutional accreditation as a strategy for quality improvement in Valencian universities.

AREA 3. QUALITY OF THE VALENCIAN R+D+i SYSTEM

Strategic Objectives:

1. To ensure and improve the quality of the evaluation processes of R&D&I aid and subsidy programs.
2. To assure and improve the quality of the evaluation processes of the research activity and knowledge transfer of the personnel of universities, public research organizations and other entities.
3. Ensure and improve the quality of the evaluation processes of university research institutes, incorporating effective and feasible evaluation procedures.
AREA 4. FORESIGHT, THEMATIC ANALYSIS AND EMPLOYMENT OBSERVATORY OF THE VALENCIAN COMMUNITY

Strategic Objectives:

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.

2. To advance in the development of an Employment Observatory in the Valencian Community coordinated by AVAP.

3. Collaborate with other national and international agencies in the development of thematic analyses.

4. To systematically address prospective studies based on the metadata of the different quality assessment activities of the Valencian university system.
4. ACTIONS

The actions to be carried out to achieve the strategic objectives of AVAP’s Strategic Plan 2023–2026 are as follows:

AREA 1. INSTITUTIONAL STRENGTHENING

Strategic Objective 1. Strengthen AVAP’s international recognition.

Actions:
1. Participate in activities organized by ENQA.
   a. Timing: Permanent
   b. Responsible: AVAP General Management. Internationalization Area
   c. Indicators or evidences: Application accepted
2. Participate in activities organized by EQAR.
   a. Timing: Permanent
   b. Responsible: AVAP General Management. Internationalization Area
   c. Indicators or evidences: Application accepted
3. Participate in international activities.
   a. Timing: Permanent
   b. Responsible: AVAP General Management. Internationalization Area
   c. Indicators or evidences: Application accepted

Strategic Objective 2. Increase AVAP’s visibility in the immediate environment and internationally.

Actions:
1. Design and implementation of a communication plan adapted to the expectations of the main stakeholders and the nature of the projects.
   a. Timing: Permanent
   b. Responsible: Management, Foresight and Public Services Service.
   c. Indicators or evidences: Communication plan in place
2. Improvement of the design of the web page to facilitate the access of the agents involved to quality information, in Spanish, Valencian and English.
   a. Timing: Permanent
   b. Responsible: Management, Prospective and Public Services Service.
   c. Indicators or evidences: Quarterly % increase of: visits to the web site and of the consultation and downloading of reports.
3. Increased use of social media.
   a. Timing: Permanent
   b. Responsible: Management, Foresight and Public Services Service.
   c. Indicators or evidence: % of retweets or likes
4. AVAP’s participation in national and international institutional forums and events.
   a. Timing: Permanent
   b. Responsible: AVAP General Management. Internationalization Area
   c. Indicators or evidences: Number of forums and events in which AVAP participates.

5. Organization of forums and other events throughout Valencia.
   a. Timing: Permanent
   b. Responsible: AVAP General Management
   c. Indicators or evidence: Number of forums and events organized by AVAP.

Strategic Objective 3. Improve AVAP’s internal organization.

Actions:

1. Adaptation of processes to the availability of human and economic resources.
   a. Timing: Permanent
   b. Responsible: Management, Foresight and Public Services Service.
   c. Indicators or evidences: % of processes completed on time.

2. Promoting the use of technological resources and electronic administration.
   a. Timing: Permanent
   b. Responsible: Management, Prospective and Public Services Service.
   c. Indicators or evidences: Simplification of the bureaucratic procedures, % of files processed through the electronic office.

3. Reorganization of the management of degree evaluation.
   a. Timing: First semester of 2023
   c. Indicators or evidence: Appointment of all commissions

4. Improvement of user satisfaction evaluation processes.
   a. Timing: Permanent
   b. Responsible: Management, Foresight and Public Services Service.
   c. Indicators or evidences: Updating of survey models to evaluate user satisfaction, collection and analysis of results.

5. 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 Service.
   c. Indicators or evidences: Qualified personnel incorporated annually (number and type of positions)

6. Promoting initiatives that increase employee satisfaction and motivation.
   a. Timing: Permanent
   b. Responsible: Management, Foresight and Public Services Service.
   c. Indicators or evidence: Initiatives proposed and carried out annually (number and type)
7. Promotion of Corporate Social Responsibility.
   a. Timing: Permanent
   b. Responsible: Management, Foresight and Public Services Service.
   c. Indicators or evidence: Annual social responsibility report and inclusion of social responsibility clauses in all contracts to be tendered.

8. Promotion of equality policies.
   a. Timing: First half of 2023
   b. Responsible: AVAP General Directorate
   c. Indicators or evidences: Creation of AVAP's Equality Unit and Approval of AVAP's Equality Plan.

Strategic Objective 4. Expand the network of organizations and experts of recognized prestige that collaborate with AVAP.

Actions:
1. Signing of agreements with other quality agencies and organizations for the execution of joint activities.
   a. Timeline: 2023
   b. Responsible: AVAP General Directorate.
   c. Indicators or evidences: Agreements in force annually with quality agencies and organizations (number and purpose)

2. Consolidation of the integral management system for collaborators and experts that allows their recruitment, selection, training, evaluation and loyalty.
   a. Timing: Permanent
   c. Indicators or evidences: Annual increase in the number of experts who collaborate with AVAP.

Strategic Objective 5. Encourage student participation and involvement in all AVAP activities.

Actions:
1. Analysis of the needs and expectations of students in the quality assessment processes.
   a. Timeline: 2023
   b. Responsible: AVAP Student Commission.
   c. Indicators or evidence: Elaboration of an annual report.

2. Conducting outreach and training activities on the role of students in the quality assessment processes.
   a. Timing: Permanent
   b. Responsible: AVAP Student Commission.
   c. Indicators or evidence: Informative sessions held annually (place and number of attendees). Content generated for dissemination on the web page prepared annually.
AREA 2. QUALITY OF THE VALENCIAN UNIVERSITY SYSTEM: NEW TASK

Strategic Objective 1. Strengthen the culture of quality in universities.

Actions:

1. Carrying out dissemination and training activities on the role of the university community in the internal quality assurance processes.
   a. Timing: Permanent
   c. Indicators or evidence: Dissemination activities carried out annually (place and number of attendees), Training activities carried out annually (place and number of attendees).

2. Encouraging the participation of universities in institutional accreditation programs.
   a. Timing: Permanent
   c. Indicators or evidences: Annual increase in the number of centers that have certified the implementation of their Internal Quality Assurance System.

3. Promote the design of university mechanisms to manage the quality of the teaching activity of university professors and encourage their development and recognition.
   a. Timing: Permanent
   c. Indicators or evidence: Annual increase in the number of universities that have certified the implementation of Teaching or similar system.

Strategic Objective 2. To assure and improve the quality of the processes of evaluation of university degrees, incorporating the new tasks assumed by AVAP, among which are the verification and modification of degrees.

Actions:

1. Approval of a new protocol for monitoring official university degrees.
   a. Timing: First semester 2023
   c. Indicators or evidence: Approved protocol.

   a. Timing: First semester 2023
   c. Indicators or evidence: Evaluation reports issued in accordance with the new protocol.

3. Development, approval and implementation of the procedure for the verification and modification of official university.
   a. Timeline: 2023
c. Indicators or evidences: Evaluation reports issued in accordance with the new Protocol.

4. Incorporation of new evaluators to the External Evaluation Committees, Follow-up Commissions and Renewal of official university degrees.
   a. Timing: First semester 2023
c. Indicators or evidence: Annual increase in the number of evaluators that participate in AVAP commissions.

**Strategic Objective 3. Ensure and improve the quality of teacher evaluation processes.**

**Actions:**

1. Increase the number of evaluation commissions to guarantee an evaluation adapted to the specificities of each field or area of knowledge.
   a. Timeline: 2023
c. Indicators or evidences: Number of evaluation commissions by 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
c. Indicators or evidence: Ratio between the number of areas of knowledge for which evaluation is requested and the presence of evaluation personnel from those areas.

**Strategic Objective 4. To ensure and improve the quality of the evaluation processes for the creation, modification, or suppression of university centers.**

**Actions:**

1. Approval and application of a new evaluation protocol for the creation of universities in the Valencian Community.
   a. Timeline: 2024
c. Indicators or evidence: Approved protocol.

2. Approval and application of a new evaluation protocol for the creation, modification or suppression of university centers and departments in the Valencian Community.
   a. Timeline: 2024
c. Indicators or evidence: Approved protocol.

**Strategic Objective 5. Incorporate institutional accreditation as a strategy for quality improvement in Valencian universities.**

**Actions:**
1. Development, approval and implementation of the procedure for the evaluation of the internal quality assurance systems of the university centers in the universities of the Valencian Community.
   a. Timeline: 2023
   b. Responsible: Service of Quality of Higher Education and Innovation.
   c. Indicators or evidence: Approved protocol.

2. Development, approval and implementation of the procedure for the institutional accreditation of university centers in the universities of the Valencian Community.
   a. Timeline: 2023
   c. Indicators or evidence: Approved protocol.

**AREA 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 aid and subsidy programs.**

**Actions:**

1. Expansion of the panel of evaluators to ensure that all areas of knowledge always have sufficient qualified peer reviewers available to perform the peer review.
   a. Timing: Permanent
   c. Indicators or evidence: Ratio between the number of fields of knowledge for which evaluation is requested and the presence of evaluators specializing in those areas.

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

3. Reduction of response times to the convening agencies with the evaluation results.
   a. Timing: Permanent
   c. Indicators or evidences: Average time elapsed between the reception of the documentation.

**Strategic Objective 2. To assure and improve the quality of the evaluation processes of the research activity and knowledge transfer of the personnel of universities, public research organizations and other entities.**

**Actions:**

1. Expansion of the panel of evaluators to ensure that all areas of knowledge always have sufficient qualified evaluators available to perform the peer review evaluation.
   a. Timing: Permanent

c. Indicators or evidence: Ratio between the number of areas of knowledge for which evaluation is requested and the presence of evaluation personnel specialized in those areas.

2. Improvement of evaluation procedures in order to obtain better quality and motivated reports.

   a. Timing: Permanent
   c. Indicators or evidence: Proportion of rejected appeals.

3. Increased agreements with universities, public research organizations and other entities to increase the number of research personnel available for research activities.

   a. Timing: Permanent
   b. Responsible: AVAP General Directorate
   c. Indicators or evidences: Number of agreements in force and accredited personnel annually.

Strategic Objective 3. Ensure and improve the quality of the evaluation processes of university research institutes, incorporating effective and feasible evaluation procedures.

Actions:

1. Approval and application of a protocol for the evaluation of the research activity carried out by the university research institutes.

   a. Timing: First semester of 2023
   c. Indicators or evidence: Approved protocol.

2. Approval and application of a new evaluation protocol for the creation, modification or suppression of university.

   a. Timeline: 2023
   c. Indicators or evidence: Approved protocol.

AREA 4. FORESIGHT, THEMATIC ANALYSIS AND EMPLOYMENT OBSERVATORY OF THE VALENCIAN COMMUNITY

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. Preparation of a prospective report on the map of official university degrees in the Valencian Community.

   a. Timeline: 2023
Strategic Objective 2. To advance in the development of an Employment Observatory in the Valencian Community coordinated by AVAP.

Actions:

1. Carrying out a pilot experience with Valencian universities to develop feasible procedures for the development of an Employment Observatory of the Valencian Community.
   a. Timeline: 2023
   b. Responsible: General Directorate of AVAP
   c. Indicators or evidence: Report on the results of the experience.

2. Expansion of the pilot experience by incorporating more degrees to it.
   a. Timeline: 2024
   b. Responsible: AVAP General Directorate
   c. Indicators or evidence: Results report.

3. Launching of the Employment Observatory in the Valencian Community coordinated by AVAP.
   a. Timeline: 2025
   b. Responsible: General Directorate of AVAP
   c. Indicators or evidence: Document for the creation and protocols of the Employment Observatory.

Strategic Objective 3. Collaborate with other national and international agencies in the development of thematic analyses.

Actions:

1. Involvement of AVAP with other agencies for joint studies and events that will allow thematic analyses to be conducted.
   a. Timing: Permanent
   b. Responsible: AVAP General Directorate
   c. Indicators or evidence: Publicity of events and reports of conclusion.

Strategic Objective 4. To systematically address prospective studies based on the metadata of the different quality assessment activities of the Valencian university system.

Actions:

1. Systematic preparation of annual reports on each of the evaluation activities carried out by AVAP.
STRATEGIC PLAN OF THE VALENCIAN AGENCY OF EVALUATION AND FORESIGHT 2023 – 2026

a. Timing: Permanent
c. Indicators or evidences: Reports carried out.

AREA 1. INSTITUTIONAL STRENGTHENING

<table>
<thead>
<tr>
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<tbody>
<tr>
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<tbody>
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<td>Action 3. Increase the use of social media.</td>
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<td>Action 4. Participation of AVAP in national and international institutional forums and events.</td>
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<td>Action 5. Organization of forums and other events throughout Valencia.</td>
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<tbody>
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<tr>
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<td>Action 3. Reorganization of the management of degree evaluation.</td>
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<tr>
<td>Action 4. Improvement of user satisfaction evaluation processes.</td>
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<td>Action 5. Definition and deployment of a human resources policy to ensure the incorporation of the necessary qualified personnel.</td>
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<td>Action 6. Promotion of initiatives to increase staff satisfaction and motivation.</td>
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<td>Action 7. Promotion of Corporate Social Responsibility.</td>
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<td>Action 8. Promotion of equality policies.</td>
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<th>Strategic Objective 4. Expand the network of organizations and experts of recognized prestige that collaborate with AVAP.</th>
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<td>Action 1. Signing of agreements with other quality agencies and organizations to carry out joint activities.</td>
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### Area 2. Quality of the Valencian University System: New Task

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<tbody>
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<td><strong>Action 1.</strong> Conduct outreach and training activities on the role of the university community in internal quality assurance processes.</td>
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<td><strong>Action 2.</strong> Promote the participation of universities in institutional accreditation programs.</td>
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<tr>
<td><strong>Action 3.</strong> Encourage universities to design their own mechanisms to manage the quality of the teaching activity university teaching staff and promote their development and recognition.</td>
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<th>Strategic Objective 2. To assure and improve the quality of the processes of evaluation of university degrees, incorporating the new tasks assumed by AVAP, among which are the verification and modification of degrees.</th>
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<td><strong>Action 1.</strong> Approval of a new protocol for monitoring official university degrees.</td>
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<tr>
<td><strong>Action 2.</strong> Application of the new evaluation protocol for the renewal of accreditation of official university degrees.</td>
</tr>
<tr>
<td><strong>Action 3.</strong> Development, approval and implementation of the procedure for the verification and modification of official university degrees.</td>
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<td><strong>Action 4.</strong> Incorporation of new evaluators to the External Evaluation Committees, Follow-up Commissions and Commissions for the Renewal of Accreditation of official university degrees.</td>
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<tr>
<td><strong>Action 1.</strong> Approval and application of a new evaluation protocol for the creation of universities in the Valencian Community.</td>
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<td><strong>Action 1.</strong> Development, approval and implementation of the procedure for the evaluation of the internal quality assurance systems of the university centers in the universities of the Valencian Community.</td>
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AREA 3. QUALITY OF THE VALENCIAN R+D+i SYSTEM

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<td>Action 2. Agreements with the convening agencies to improve the evaluation criteria, adapting them to the objectives of the call for proposals, avoid duplication in public calls for proposals, and obtain higher quality and motivated reports and obtain higher quality, reasoned reports.</td>
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<td>Action 3. Reduction of the response times to the convening bodies with the results of the evaluation.</td>
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<td>Action 1. Expansion of the panel of peer reviewers to ensure that all areas of knowledge are always have sufficient qualified peer reviewers available to perform peer review.</td>
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<tr>
<td>Action 2. Improve the evaluation procedures to obtain higher quality and motivated reports.</td>
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<tr>
<td>Action 3. Increase agreements with universities, public research organizations and other entities to increase the number of research personnel with accredited research or knowledge transfer activity.</td>
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<tr>
<th>Strategic Objective 3. Ensure and improve the quality of the evaluation processes of university research institutes, incorporating effective and feasible evaluation procedures.</th>
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<tbody>
<tr>
<td>Action 1. Approval and implementation of a protocol for the evaluation of research activity carried out by the university research institutes.</td>
</tr>
<tr>
<td>Action 2. Approval and application of a new evaluation protocol for the creation, modification or suppression of university research institutes.</td>
</tr>
<tr>
<td>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.</td>
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<tr>
<td>Action 1. Preparation of a prospective report on the map of official university degrees in the Valencian Community.</td>
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<th>Strategic Objective 2. To advance in the development of an Employment Observatory in the Valencian Community coordinated by AVAP.</th>
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<tbody>
<tr>
<td>Action 1. Carry out a pilot experience with Valencian universities to develop feasible procedures for the development of an Employment Observatory of the Valencian Community.</td>
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<tr>
<td>Action 2. Expansion of the pilot experience by incorporating more degrees to it.</td>
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<tr>
<td>Action 3. Launching of the Employment Observatory in the Valencian Community coordinated by AVAP.</td>
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<th>Strategic Objective 3. Collaborate with other national and international agencies in the development of thematic analyses.</th>
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<tbody>
<tr>
<td>Action 1. Involvement of AVAP with other agencies to jointly carry out studies and events that allow for thematic analysis.</td>
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<tr>
<th>Strategic Objective 4. To systematically address prospective studies based on the metadata of the different quality assessment activities of the Valencian university system.</th>
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<tbody>
<tr>
<td>Action 1. Systematic elaboration of annual reports on each of the evaluation activities developed by AVAP.</td>
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