

# STRATEGIC PLAN

## OF THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT 2023–2026

VALENCIAN AGENCY  
FOR ASSESSMENT  
AND FORESIGHT

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# CONTENTS

|                                                                                               |          |
|-----------------------------------------------------------------------------------------------|----------|
| <b>1. JUSTIFICATION .....</b>                                                                 | <b>3</b> |
| STRENGTHS .....                                                                               | 3        |
| WEAKNESSES .....                                                                              | 3        |
| THREATS .....                                                                                 | 4        |
| OPPORTUNITIES .....                                                                           | 4        |
| <b>2. MISSION, VISION AND VALUES .....</b>                                                    | <b>5</b> |
| Mission .....                                                                                 | 5        |
| Vision.....                                                                                   | 5        |
| Values.....                                                                                   | 5        |
| <b>3. STRATEGIC PRIORITIES AND OBJECTIVES.....</b>                                            | <b>6</b> |
| PRIORITY 1. INSTITUTIONAL STRENGTHENING .....                                                 | 6        |
| PRIORITY AREA 2. QUALITY OF THE VALENCIAN UNIVERSITY SYSTEM:<br>NEW TASKS .....               | 6        |
| PRIORITY AREA 3. QUALITY OF THE VALENCIAN R&D&I SYSTEM .....                                  | 6        |
| PILLAR 4. FORESIGHT, THEMATIC ANALYSIS AND THE<br>EMPLOYMENT IN THE VALENCIAN COMMUNITY ..... | 7        |
| <b>4. ACTIONS .....</b>                                                                       | <b>8</b> |
| AXIS 1. INSTITUTIONAL STRENGTHENING.....                                                      | 8        |
| PRIORITY AREA 2. QUALITY OF THE VALENCIAN UNIVERSITY SYSTEM:<br>NEW TASKS .....               | 11       |
| AXIS 3. QUALITY OF THE VALENCIAN R&D&I SYSTEM.....                                            | 13       |
| AXIS 4. FORESIGHT, THEMATIC ANALYSIS AND THE<br>EMPLOYMENT IN THE VALENCIAN COMMUNITY .....   | 15       |

# STRATEGIC PLAN FOR THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT. 2023–2026

## 1. JUSTIFICATION

With the AVAP Strategic Plan (2020–2022) nearing its conclusion, a new SWOT analysis was carried out to provide an updated assessment of the agency's Strengths, Weaknesses, Opportunities and Threats, and thus gain a better understanding of the current situation and steer AVAP's new Strategic Plan towards maximising its strengths and opportunities, whilst improving AVAP's capacity to address its main weaknesses and threats. AVAP's membership of ENQA in June 2022 has opened up many possibilities and new tasks for the agency, which require a significant effort in terms of staffing and organisation. In March 2023, we will find out whether we are finally included in the EQAR register. If so – and we are confident that this will be the case – the agency will have full authority to manage the quality of higher education across the Valencian Community.

The main conclusions of the SWOT analysis carried out for AVAP are summarised below:

### A. Internal factors

#### STRENGTHS

- High regard amongst stakeholders in the Valencian university and R&D&I system.
- Agreed protocols and procedures.
- Public and transparent information.
- Flexible working arrangements.
- A broad and diverse panel of assessors.
- Documentation updated in accordance with the requirements of the UNE-EN ISO 9001:2015 management system.
- A high degree of autonomy from political influence.
- Ongoing contact with other Spanish quality agencies.
- Measuring customer satisfaction through the distribution of surveys and data reporting.

#### WEAKNESSES

- Limited number of technical staff.
- Need for specific training for staff.
- Insufficient public recognition.
- Budgetary dependence on the regional government.
- High staff turnover amongst technical and administrative staff, resulting in time being required for initial training.
- Need to expand and update the panel of assessors to ensure there are sufficient numbers at times of high demand for reports.
- Lack of an induction manual for new staff.
- Limited prospective studies.

# STRATEGIC PLAN FOR THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT. 2023–2026

## B. External factors

### THREATS

- Not being registered as a quality agency with EQAR.
- Restrictions on changes to the staff complement.
- Dependence on ANECA for certain procedures.
- Changes in management and/or chairmanship linked to the executive body or bodies governing the Valencian Community.
- Changing national higher education legislation.

### OPPORTUNITIES

- The possibility of expanding remit and achieving greater international recognition through membership of EQAR.
- Full membership of ENQA in June 2022 significantly opens up and facilitates the prospects for AVAP's international recognition.
- Attracting new sources of funding.
- Strengthening of relationships and exchanges with agencies within REACU.
- Regional political consensus on the need for a dedicated University Quality Agency.
- Enhancing the agency's internationalisation by participating in working groups with other agencies and international networks.
- Gaining full authority over quality management in Valencian universities enables the agency to be reorganised with a view to improving its efficiency and effectiveness.

## 2. MISSION, VISION, VALUES

### Mission

AVAP's mission is to foster excellence in Valencia's higher education, innovation and public service systems through evaluation and foresight, in order to improve the society it serves.

### Vision

AVAP is an internationally recognised agency that ensures the quality of Valencia's higher education, R&D&I and public service systems through the objective and independent implementation of European and international procedures and standards.

AVAP generates highly valuable information and has become an indispensable point of reference for society and the Valencian Government.

### Values

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

- **Independence** in the fulfilment of its obligations and in decision-making.
- **Objectivity** in the publication of its reports.
- **Transparency** in its procedures, facilitating public access to information in a swift, clear and detailed manner.
- **Sustainability** in the performance of all its tasks.
- **Quality assurance** through regular internal and external evaluation of its processes, in accordance with international standards that enable continuous improvement.
- **User-centred approach** through personalised service tailored to the needs and expectations of stakeholders.
- **Collaboration** with stakeholders and institutions linked to higher education and R&D&I in the Valencian Community and other regions to achieve common goals, always through a culture of dialogue.
- **Cooperation** with national and international organisations, agencies and networks with shared interests.
- **Respect** for stakeholders and institutions linked to higher education and R&D&I, particularly with regard to their diversity and autonomy.
- **Effectiveness** in achieving the expected results within the planned timeframe.
- **Efficiency** in achieving its objectives by optimising the human and material resources available.
- **Social responsibility** through ethical, proactive behaviour and the ability to be accountable to society at all times.
- **Teamwork** to foster synergies.

### 3. STRATEGIC PRIORITIES AND OBJECTIVES

To implement the **AVAP Strategic Plan 2023–2026**, it has been decided to structure it around four strategic pillars:

**Priority 1.** Institutional strengthening

**Pillar 2.** Quality of the Valencian university system: new tasks

**Pillar 3.** Quality of the Valencian R&D&I system

**Pillar 4.** Foresight, thematic analysis and the Valencian Community's employment observatory

The **strategic objectives** set out in the **AVAP Strategic Plan 2023–2026** are a continuation of those set out in the strategic plan that is now coming to an end. They are as follows:

#### PRIORITY 1. INSTITUTIONAL STRENGTHENING

Strategic objectives:

1. To consolidate AVAP's international recognition.
2. To increase AVAP's visibility both locally and internationally.
3. To improve AVAP's internal organisation.
4. To expand the network of prestigious organisations and experts collaborating with AVAP.
5. To encourage student participation and involvement in all AVAP activities.

#### PRIORITY 2. QUALITY OF THE VALENCIAN UNIVERSITY SYSTEM: NEW TASKS

Strategic objectives:

1. To strengthen the culture of quality within universities.
2. To ensure and improve the quality of the assessment processes for university degree programmes, incorporating the new tasks undertaken by AVAP, notably the verification and modification of degree programmes.
3. To ensure and improve the quality of staff evaluation processes.
4. To ensure and improve the quality of the evaluation processes for the creation, modification or closure of university centres.
5. To incorporate institutional accreditation as a strategy for improving quality in Valencian universities.

#### PRIORITY 3. QUALITY OF THE VALENCIAN R&D&I SYSTEM

Strategic objectives:

1. To ensure and improve the quality of the evaluation processes for R&D&I grant and subsidy programmes.
2. To ensure and improve the quality of the evaluation processes for research activity and knowledge transfer carried out by staff at universities, public research bodies and other organisations.
3. To ensure and improve the quality of the evaluation processes for university research institutes, incorporating effective and feasible evaluation procedures.

# STRATEGIC PLAN FOR THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT. 2023–2026

## PRIORITY 4. FORESIGHT, THEMATIC ANALYSIS AND THE VALENCIAN COMMUNITY EMPLOYMENT OBSERVATORY

Strategic objectives:

1. To facilitate decision-making by the Valencian Government, the university system, the R&D&I system and public services by proposing future scenarios.
2. To make progress in developing an Employment Observatory in the Valencian Community, coordinated by AVAP.
3. To collaborate with other national and international agencies in the development of thematic analyses.
4. To systematically undertake prospective studies based on metadata from the various quality assessment activities of the Valencian university system.

## 4. ACTIONS

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

### PRIORITY 1. INSTITUTIONAL STRENGTHENING

Strategic objective 1. To consolidate AVAP's international recognition.

Actions:

1. Participate in activities organised by ENQA.
  - a. Timeframe: Ongoing
  - b. Responsible body: AVAP General Management. Internationalisation Department
  - c. Indicators or evidence: Application accepted
2. Participate in activities organised by EQAR.
  - a. Timeframe: Ongoing
  - b. Responsible body: AVAP General Directorate. Internationalisation Unit
  - c. Indicators or evidence: Application accepted
3. Participate in international activities.
  - a. Timeframe: Ongoing
  - b. Responsible body: AVAP General Directorate. Internationalisation Unit
  - c. Indicators or evidence: Application accepted

Strategic Objective 2. To increase AVAP's visibility both locally and internationally.

Actions:

1. Design and implementation of a communication plan tailored to the expectations of key stakeholders and the nature of the projects.
  - a. Timeframe: Ongoing
  - b. Responsible body: Management, Foresight and Public Services Department
  - c. Indicators or evidence: Communication plan implemented
2. Improvement of the website design to facilitate access by stakeholders to high-quality information in Spanish, Valencian and English.
  - a. Timeframe: Ongoing
  - b. Responsible body: Management, Foresight and Public Services Department
  - c. Indicators or evidence: Quarterly percentage increase in: website visits and the viewing and downloading of reports.
3. Increased use of social media.
  - a. Timeframe: Ongoing
  - b. Responsible department: Management, Foresight and Public Services Department
  - c. Indicators or evidence: Percentage of retweets or 'likes'

## STRATEGIC PLAN FOR THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT. 2023–2026

4. AVAP's participation in national and international institutional forums and events.
  - a. Timeframe: Ongoing
  - b. Responsible body: AVAP General Management. Internationalisation Department
  - c. Indicators or evidence: number of forums and events in which AVAP participates.
5. Organisation of forums and other events throughout the Valencian region.
  - a. Timeframe: Ongoing
  - b. Responsible body: AVAP Directorate-General
  - c. Indicators or evidence: number of forums and events organised by AVAP.

### Strategic Objective 3. To improve AVAP's internal organisation.

#### Actions:

1. Adapting processes to the availability of human and financial resources.
  - a. Timeframe: Ongoing
  - b. Responsible body: Management, Foresight and Public Services Department
  - c. Indicators or evidence: % of processes completed within the planned timeframe.
2. Promoting the use of technological resources and e-government.
  - a. Timeframe: Ongoing
  - b. Responsible body: Management, Strategic Planning and Public Services Department
  - c. Indicators or evidence: Simplification of bureaucratic procedures; % of cases processed via the online portal.
3. Reorganisation of the management of qualifications assessment.
  - a. Timeframe: First half of 2023
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Appointment of all committees.
4. Improvement of user satisfaction assessment processes.
  - a. Timeframe: Ongoing
  - b. Responsible body: Management, Strategic Planning and Public Services Department
  - c. Indicators or evidence: Updating of survey templates to assess user satisfaction, collection and analysis of results.
5. Definition and implementation of a human resources policy to ensure the recruitment of the necessary qualified staff.
  - a. Timeframe: Ongoing
  - b. Responsible body: Management, Strategic Planning and Public Services Department
  - c. Indicators or evidence: Qualified staff recruited annually (number and type of posts)
6. Promotion of initiatives to increase staff satisfaction and motivation.
  - a. Timeframe: Ongoing
  - b. Responsible body: Management, Strategic Planning and Public Services Department
  - c. Indicators or evidence: Initiatives proposed and implemented annually (number and type)

## STRATEGIC PLAN FOR THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT. 2023–2026

7. Promotion of Corporate Social Responsibility.
  - a. Duration: Ongoing
  - b. Responsible department: Management, Foresight and Public Services Department
  - c. Indicators or evidence: Annual report on social responsibility and the inclusion of social responsibility clauses in all contracts put out to tender.
8. Promoting equality policies.
  - a. Timeframe: First half of 2023
  - b. Responsible body: AVAP General Directorate
  - c. Indicators or evidence: Establishment of the AVAP Equality Unit and approval of the AVAP Equality Plan.

### Strategic Objective 4. To expand the network of organisations and experts of recognised standing that collaborate with AVAP.

#### Actions:

1. Signing of agreements with other quality agencies and bodies to carry out joint activities.
  - a. Timeframe: 2023
  - b. Responsible body: AVAP General Management.
  - c. Indicators or evidence: Agreements in force each year with quality agencies and organisations (number and purpose).
2. Consolidation of the comprehensive management system for collaborators and experts, enabling their recruitment, selection, training, assessment and retention.
  - a. Timeframe: Ongoing
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Annual increase in the number of experts collaborating with AVAP.

### Strategic Objective 5. To encourage student participation and involvement in all AVAP activities.

#### Actions:

1. Analysis of students' needs and expectations in quality assessment processes.
  - a. Timeframe: 2023
  - b. Responsible body: AVAP Students' Committee.
  - c. Indicators or evidence: Production of an annual report.
2. Organisation of outreach and training activities on the role of students in quality assurance processes.
  - a. Timeframe: Ongoing
  - b. Responsible body: AVAP Students' Committee.

## STRATEGIC PLAN FOR THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT. 2023–2026

- c. Indicators or evidence: Information sessions held annually (venue and number of attendees), content produced annually for publication on the website.

### PRIORITY 2. QUALITY OF THE VALENCIAN UNIVERSITY SYSTEM: NEW TASKS

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

Actions:

1. Organisation of outreach and training activities on the role of the university community in internal quality assurance processes.
  - a. Timeframe: Ongoing
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Outreach activities carried out annually (venue and number of attendees), training activities carried out annually (venue and number of attendees).
2. Encouraging universities to participate in institutional accreditation programmes.
  - a. Timeframe: Ongoing
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Annual increase in the number of institutions that have certified the implementation of their Internal Quality Assurance System.
3. Encouraging universities to design their own mechanisms for managing the quality of academic staff's teaching and promoting their professional development and recognition.
  - a. Timeframe: Ongoing
  - b. Responsible body: 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. To ensure and improve the quality of the assessment processes for university degree programmes, incorporating the new tasks undertaken by AVAP, notably the verification and modification of degree programmes.

Actions:

1. Approval of a new protocol for monitoring official university degrees.
  - a. Timeline: First half of 2023
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Protocol approved.
2. Implementation of a new evaluation protocol for the renewal of accreditation for official university degrees.
  - a. Timeline: First half of 2023
  - b. Responsible body: Higher Education Quality and Innovation Service

## STRATEGIC PLAN FOR THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT. 2023–2026

- 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 courses.
  - a. Timeline: 2023
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Evaluation reports issued in accordance with the new Protocol.
- 4. Inclusion of new evaluators on the External Evaluation Committees, Monitoring Committees and Accreditation Renewal Committees for official university degree programmes.
  - a. Timeline: First half of 2023
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Annual increase in the number of evaluators participating in AVAP commissions.

### Strategic Objective 3. To ensure and improve the quality of staff evaluation processes.

#### Actions:

- 1. Increase in the number of evaluation committees to ensure that evaluations are tailored to the specific characteristics of each field or area of knowledge.
  - a. Timeframe: 2023
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Number of evaluation panels per field of knowledge.
- 2. Expansion of the panel of assessors to ensure that all areas or fields of knowledge always have sufficient qualified assessors.
  - a. Timeframe: Ongoing
  - b. Responsible body: 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 availability of evaluators in those fields.

### Strategic Objective 4. To ensure and improve the quality of the evaluation processes for the creation, modification or closure of higher education institutions.

#### Actions:

- 1. Approval and implementation of a new evaluation protocol for the establishment of universities in the Valencian Community.
  - a. Timeframe: 2024
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Protocol approved.

## STRATEGIC PLAN FOR THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT. 2023–2026

2. Approval and implementation of a new evaluation protocol for the creation, modification or closure of university centres and departments in the Valencian Community.
  - a. Timeline: 2024
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Protocol approved.

### Strategic Objective 5. To incorporate institutional accreditation as a strategy for improving quality in Valencian universities.

#### Actions:

1. Development, approval and implementation of the procedure for evaluating the internal quality assurance systems of higher education institutions within the universities of the Valencian Community.
  - a. Timeframe: 2023
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Protocol approved.
2. Development, approval and implementation of the procedure for the institutional accreditation of academic centres at universities in the Valencian Community.
  - a. Timeframe: 2023
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Protocol approved.

## PRIORITY 3. QUALITY OF THE VALENCIAN R&D&I SYSTEM

### Strategic Objective 1. To ensure and improve the quality of the evaluation processes for R&D&I grant and subsidy programmes.

#### Actions:

1. Expanding the panel of evaluators to ensure that all fields of knowledge always have sufficient qualified evaluators to carry out peer review.
  - a. Timeframe: Ongoing
  - b. Responsible body: 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 availability of specialist evaluators in those fields.
2. Agreements with the organising bodies to improve the assessment criteria by aligning them with the objectives of the call for applications, to avoid duplication in public calls for applications and to obtain higher-quality, well-reasoned reports.
  - a. Timeframe: Ongoing
  - b. Responsible body: Directorate-General for AVAP
  - c. Indicators or evidence: Number of agreements reached annually; proportion of applications rejected.

## STRATEGIC PLAN FOR THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT. 2023–2026

3. Reducing the time taken to provide evaluation results to the organising bodies.
  - a. Timeframe: Ongoing
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Average time elapsed between receipt of the documentation for a call for proposals to be evaluated and the issuance of the evaluation reports.

**Strategic Objective 2. To ensure and improve the quality of the evaluation processes for research activity and knowledge transfer carried out by staff at universities, public research bodies and other organisations.**

Actions:

1. Expansion of the panel of evaluators to ensure that all fields of knowledge always have sufficient qualified evaluators to carry out peer review
  - a. Timeframe: Ongoing
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: The ratio between the number of fields of knowledge for which evaluation is requested and the availability of specialist evaluators in those fields.
2. Improvement of evaluation procedures to produce higher-quality, well-reasoned reports.
  - a. Timeframe: Ongoing
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Proportion of applications rejected.
3. Increase in the number of agreements with universities, public research bodies and other organisations to increase the number of research staff with accredited research or knowledge transfer activity.
  - a. Timeframe: Ongoing
  - b. Responsible body: Directorate-General for AVAP
  - c. Indicators or evidence: Number of agreements in force and staff accredited annually.

**Strategic Objective 3. To ensure and improve the quality of evaluation processes at university research institutes, incorporating effective and feasible evaluation procedures.**

Actions:

1. Approval and implementation of an evaluation protocol for research activity carried out by university research institutes.
  - a. Timeline: First half of 2023
  - b. Responsible body: Higher Education Quality and Innovation Service

## STRATEGIC PLAN FOR THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT. 2023–2026

- c. Indicators or evidence: Protocol approved.
- 2. Approval and implementation of a new evaluation protocol for the creation, modification or closure of university research institutes.
  - a. Timeline: 2023
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Protocol approved.

### PRIORITY 4. FORESIGHT, THEMATIC ANALYSIS AND THE VALENCIAN COMMUNITY EMPLOYMENT OBSERVATORY

Strategic objective 1. To facilitate decision-making by the Valencian Government, the university system, the R&D&I system and public services by proposing future scenarios.

Actions:

- 1. Preparation of a foresight report on the map of official university degree programmes in the Valencian Community.
  - a. Timeline: 2023
  - b. Responsible body: Management, Foresight and Public Services Department
  - c. Indicators or evidence: Report produced.
- 2. Preparation of a forward-looking report on the Valencian R&D&I system.
  - a. Timeframe: First half of 2023
  - b. Responsible body: Management, Foresight and Public Services Department
  - c. Indicators or evidence: Report produced.

Strategic objective 2. To make progress in developing an Employment Observatory in the Valencian Community, coordinated by AVAP.

Actions:

- 1. Conducting a pilot project with Valencian universities to develop feasible procedures for the establishment of an Employment Observatory for the Valencian Community.
  - a. Timeframe: 2023
  - b. Responsible body: AVAP General Directorate
  - c. Indicators or evidence: Report on the results of the pilot scheme.
- 2. Extension of the pilot scheme to include further degree programmes.
  - a. Timeframe: 2024
  - b. Responsible body: AVAP Directorate-General
  - c. Indicators or evidence: Results report.
- 3. Launch of the Valencian Community Employment Observatory, coordinated by AVAP.

## STRATEGIC PLAN FOR THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT. 2023–2026

- a. Timeline: 2025
- b. Responsible body: AVAP Directorate-General
- c. Indicators or evidence: Founding document and protocols of the Employment Observatory.

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

Actions:

- 1. AVAP's collaboration with other agencies to jointly carry out studies and organise events that enable thematic analyses to be conducted.
  - a. Timeframe: Ongoing
  - b. Responsible body: AVAP General Management
  - c. Indicators or evidence: Publicity for events and reports on findings.

**Strategic Objective 4. To systematically undertake prospective studies based on metadata from the various quality assessment activities within the Valencian university system.**

Actions:

- 1. Systematic preparation of annual reports on each of the evaluation activities carried out by AVAP.
  - a. Timeframe: Ongoing
  - b. Responsible body: Higher Education Quality and Innovation Service
  - c. Indicators or evidence: Reports produced.

# STRATEGIC PLAN FOR THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT. 2023–2026

## PRIORITY AREA 1. INSTITUTIONAL STRENGTHENING

### Strategic Objective 1. Consolidate AVAP's international recognition

Action 1. Participate in activities organised by ENQA

Action 2. Participate in activities organised by EQAR

Action 3. Participate in international activities

### Strategic Objective 2. Increase AVAP's visibility both locally and internationally

Action 1. Design and implementation of a communication plan tailored to the expectations of key stakeholders and the nature of the projects

Action 2. Improve the website design to facilitate access by stakeholders to high-quality information in Spanish, Valencian and English

Action 3. Increase the use of social media

Action 4. AVAP's participation in national and international institutional forums and events

Action 5. Organisation of forums and other events throughout the Valencian region

### Strategic Objective 3. To improve AVAP's internal organisation

Action 1. Adapting processes to the availability of human and financial resources

Action 2. Promoting the use of technological resources and e-government

Action 3. Reorganisation of the management of degree accreditation

Action 4. Improving user satisfaction assessment processes

Action 5. Defining and implementing a human resources policy to ensure the recruitment of the necessary qualified staff

Action 6. Promoting initiatives to increase staff satisfaction and motivation

Action 7. Promoting Corporate Social Responsibility

Action 8. Promoting equality policies

### Strategic Objective 4. Expanding the network of organisations and experts of recognised standing that collaborate with AVAP

Action 1. Signing agreements with other quality agencies and organisations to carry out joint activities

Action 2. Consolidating the comprehensive management system for collaborators and experts to facilitate their recruitment, selection, training, assessment and retention

### Strategic Objective 5. To encourage student participation and involvement in all AVAP activities

Action 1. Analyse students' needs and expectations in quality assessment processes

Action 2. Organisation of outreach and training activities on the role of students in quality assessment processes

# STRATEGIC PLAN FOR THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT. 2023–2026

## PRIORITY AREA 2. QUALITY OF THE VALENCIAN UNIVERSITY SYSTEM: NEW TASKS

### Strategic Objective 1. Strengthening the culture of quality in universities

Action 1. Organising outreach and training activities on the role of the university community in internal quality assurance processes

Action 2. Encouraging universities' participation in institutional accreditation programmes

Action 3. Encourage universities to develop their own mechanisms for managing the quality of academic staff's teaching and to promote their professional development and recognition

### Strategic Objective 2. To ensure and improve the quality of the assessment processes for university degree programmes, incorporating the new tasks undertaken by AVAP, notably the verification and modification of degree programmes

Action 1. Approval of a new protocol for monitoring official university degree programmes

Action 2. Implementation of the new evaluation protocol for the renewal of accreditation of official university degree programmes

Action 3. Development, approval and implementation of the procedure for the verification and modification of official university degree programmes

Action 4. Appointment of new evaluators to the External Evaluation Committees, Monitoring Committees and Accreditation Renewal Committees for official university degree programmes

### Strategic Objective 3. To ensure and improve the quality of staff evaluation processes

Action 1. Increase the number of evaluation committees to ensure that evaluations are tailored to the specific characteristics of each field of knowledge

Action 2. Expanding the panel of assessors to ensure that all areas or fields of knowledge always have sufficient qualified assessors

### Strategic Objective 4. To ensure and improve the quality of evaluation processes for the creation, modification or closure of higher education institutions

Action 1. Approval and implementation of a new evaluation protocol for the establishment of universities in the Valencian Community

Action 2. Approval and implementation of a new evaluation protocol for the creation, modification or closure of university centres and departments in the Valencian Community

### Strategic Objective 5. To incorporate institutional accreditation as a strategy for improving quality in Valencian universities.

Action 1. Development, approval and implementation of the procedure for evaluating the internal quality assurance systems of university centres within the universities of the Valencian Community

Action 2. Development, approval and implementation of the procedure for the institutional accreditation of university centres within the universities of the Valencian Community

# STRATEGIC PLAN FOR THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT. 2023–2026

## PRIORITY AREA 3. QUALITY OF THE VALENCIAN R&D&I SYSTEM

### **Strategic Objective 1. To ensure and improve the quality of the evaluation processes for R&D&I grant and subsidy programmes**

Action 1. Expand the panel of evaluators to ensure that all fields of knowledge always have sufficient qualified evaluators to carry out peer review

Action 2. Enter into agreements with funding bodies to improve scoring criteria by aligning them with the objectives of the call for proposals, avoid duplication across public calls for proposals, and obtain higher-quality, well-reasoned reports

Action 3. Reducing the time taken to provide funding bodies with the evaluation results

### **Strategic Objective 2. To ensure and improve the quality of the evaluation processes for research activity and knowledge transfer carried out by staff at universities, public research organisations and other bodies**

Action 1. Expanding the panel of evaluators to ensure that all fields of knowledge always have sufficient qualified evaluators to carry out peer review

Action 2. Improving evaluation procedures to produce higher-quality, well-reasoned reports

Action 3. Increase the number of agreements with universities, public research bodies and other organisations to boost the number of researchers with accredited research or knowledge transfer activity

### **Strategic Objective 3. To ensure and improve the quality of the evaluation processes for university research institutes, incorporating effective and feasible evaluation procedures**

Action 1. Approval and implementation of an evaluation protocol for research activity carried out by university research institutes

Action 2. Approve and implement a new evaluation protocol for the creation, modification or closure of university research institutes

# STRATEGIC PLAN FOR THE VALENCIAN AGENCY FOR ASSESSMENT AND FORESIGHT. 2023–2026

## PRIORITY AREA 4. FORESIGHT, THEMATIC ANALYSIS AND THE VALENCIAN COMMUNITY'S EMPLOYMENT OBSERVATORY

**Strategic Objective 1. To facilitate decision-making by the Valencian Government, the university system, the R&D&I system and public services by proposing future scenarios**

Action 1. Preparation of a foresight report on the map of official university degree programmes in the Valencian Community

Action 2. Preparation of a foresight report on the Valencian R&D&I system

**Strategic Objective 2. To make progress in the development of an Employment Observatory in the Valencian Community, coordinated by AVAP**

Action 1. Conducting a pilot scheme with Valencian universities to develop feasible procedures for the establishment of an Employment Observatory for the Valencian Community

Action 2. Expansion of the pilot scheme to include more degree programmes

Action 3. Launch the Valencian Community Employment Observatory, coordinated by AVAP

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

Action 1. Involvement of AVAP with other agencies to jointly carry out studies and organise events that enable thematic analyses to be conducted

**Strategic Objective 4. To systematically undertake prospective studies based on metadata from the various quality assessment activities of the Valencian university system**

Action 1. Systematic preparation of annual reports on each of the evaluation activities carried out by AVAP