

STRATEGIC PLAN ANNUAL REPORT (2023)



1. INTRODUCTION

AQUIB's Strategic Plan 2023-2025 sets out the Agency's strategic objectives for the coming years. This report details the fulfilment of the actions planned for the year 2023 and presents as evidence the different indicators and the fulfilment of the targets foreseen in the Plan.

2. STRATEGIC LINES (SL)

AQUIB's Strategic Plan consists of six strategic lines that represent the priority areas of action on which the Agency's management is focused:

- SL1** Internationalization: aligning the agency's strategy with international standards and criteria.
- SL2** Quality management systems: promoting continuous improvement and excellence in management.
- SL3** Increasing the agency's autonomy and independence.
- SL4** Use of communication tools to improve the agency's visibility and positioning.
- SL5** Promoting quality in higher education.
- SL6** Adapting and optimizing resources.

3. LEVEL OF EXECUTION OF THE ACTIONS PLANNED FOR 2023

SL1 Internationalization: Aligning the agency's strategy with international standards and criteria

Strategic Objective 1.1. Achieve international recognition and accreditation for the Agency

Action	Indicator	Result	Goal	Achievement
Ensure compliance with the criteria and guidelines for Quality Assurance in the European Higher Education Area (ESG)	% ESG compliance	93 %	100 %	Yes ¹
Oversee the process for the Agency to attain full membership in ENQA and registration in EQAR	% realization of the planned schedule	100 %	100 %	Yes

Comments

¹The % ESG compliance is based in an internal list of actions, designed to align AQUIB and its activities with the ESG. Due to operational reasons, some of these planned actions have been postponed to 2024.

SL2 Quality management systems: promoting continuous improvement and excellence in management

Strategic Objective 2.1. Optimize work processes and tools

Action	Indicator	Result	Goal	Achievement
Develop new protocols and guides required for executing the Agency's actions	% completion of the planned guides and protocols	0 %	100 %	No ²
Enhance existing protocols and guides	% of review of the planned protocols and guides	100 %	100 %	Yes
Establish a performance evaluation system for experts	Implementation of a performance evaluation system	No	Yes	No ³

Strategic Objective 2.2. Become benchmarks in our field of operation

Action	Indicator	Result	Goal	Achievement
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Promote and disseminate quality research models	Number of quality research models the Agency adheres to	2	1	Yes
	Number of dissemination actions (related to research quality models)	1	1	Yes
Encourage the exchange of technical knowledge among Spanish university quality agencies	Number of initiatives to promote the exchange between agencies	1	1	Yes
	Number of agency exchange initiatives conducted	4	1	Yes
Promote the implementation of training initiatives in specific subjects	Number of specific training actions or tutorials conducted	0	1	No
Strategic Objective 2.3. Promote transparency in our activities				
Action	Indicator	Result	Goal	Achievement
Expand the volume of information accessible to our stakeholder groups	% documentation published or shared compared to the planned	99 %	80 %	Yes ⁴
Conduct a self-assessment of the Agency's transparency level	% improvement in external transparency evaluation	23,1 %	-	En proceso ⁵

Comments

²The Agency elaborated the drafts of the new guidelines for art study programmes external evaluation. These include a framework document, the self-assessment guide, and two external evaluation guidelines (one for follow-up and one for ex post accreditation). These documents will be approved, if appropriate, in the Criteria Commission meeting of early February 2024.

³Regarding the performance evaluation system for experts, it has been postponed to 2024.

⁴The public documentation that needs to be publicly available in AQUIB's website is listed in an internal document. Compliance with the action associated to strategic objective 2.3 is based on this list.

⁵In May 2023 AQUIB applied for an external evaluation of its transparency to the "Consejo de Transparencia y Buen Gobierno", obtaining a score of 23.1 %. Currently, The Agency has requested a new evaluation after implementing corrective actions based on the first report. This second report is expected for early February 2024.

SL3 Increasing the Agency's autonomy and independence				
Strategic Objective 3.1. Ensure the autonomy and independence of the Agency				
Action	Indicator	Result	Goal	Achievement
Amend the current Statutes to adapt them to the needs of the Agency	Modified statutes	Pending	Statutes approved	No ⁶
Strategic Objective 3.2. Establish new organic committees				
Action	Indicator	Result	Goal	Achievement
Establish an Advisory Commission	Advisory Commission established	Commission established	Commission established	Yes
Establish a Guarantees Commission	Guarantees Commission established	Commission established	Commission established	Yes
Strategic Objective 3.3. Diversify funding sources				
Action	Indicator	Result	Goal	Achievement
Explore activities that enable access to other funding sources	Number of additional funding opportunities identified	2	1	Yes

Comments

⁶The process of amending the Agency's statutes has been lengthy and complex. After collaborating on a draft with a legal consultancy firm, reports were requested from the legal services of the CAIB and the UIB. Currently, the last two reports required by Law 7/2010 have been requested from "Función Pública" and "Economía y Hacienda". If both reports are favourable, next step is the statutes' draft approval by the "Consell de Govern de les Illes Balears" (a formality) and then the final approval by AQUIB's Board of Directors. Furthermore, in addition to create and constitute the Advisory and Guarantees Commission, a non-planned commission was also created as suggested by the Advisory Commission: the Criteria Commission.

LE4 Use of communication tools to improve the agency's visibility and positioning				
Strategic Objective 4.1. Promote external and internal communication				
Action	Indicator	Result	Goal	Achievement
Develop and implement an internal and external communication procedure	Communication Procedure	Communication Procedure approved	Communication Procedure approved	Yes
Continuously improve and update website content	% Web content update	99 %	100 %	Yes ⁷
Communicate and disseminate the results of the Agency's activities	Number of activities to disseminate our actions	26	15	Yes
Strategic Objective 4.2. Enhance the visibility of the Agency				
Action	Indicator	Result	Goal	Achievement
Create profiles and manage content on social media profiles	Social media profiles created	3	3	Yes
	Increase in social media followers	100 %	10 %	Yes
Participate in forums, congresses, conferences, etc.	Number of forums, congresses or conferences attended	14	4	Yes ⁸

Comments

⁷The evaluation of the level of updating of AQUIB's website is conducted by means of an internal document, with reviews scheduled every four months.

⁸Over 2023 AQUIB has demonstrated remarkable activity by participating in 14 forums, congresses, seminars and other events. This achievement significantly exceeds the established target of four participations per year.

LE5 Promoting quality in higher education				
Strategic Objective 5.1. Collaborate with other organizations in need, based on our own knowledge and expertise				
Action	Indicator	Result	Goal	Achievement
Carry out collaboration and support activities for other organizations based on our experience	Number of collaboration actions and/or support for other entities	4	4	Yes
Strategic Objective 5.2. Enhance stakeholder engagement in the Agency's processes				
Action	Indicator	Result	Goal	Achievement
Implement participatory processes to encourage stakeholder involvement	Number of participatory processes with stakeholders	5	6 (total 2023-2025)	Yes ⁹
Incorporate international members in the evaluation processes	Annual increase in the number of international evaluators in the bank of evaluators	260 %	5 %	Yes
Strategic Objective 5.3. Add value to the university system				
Action	Indicator	Result	Goal	Achievement
Develop an internal protocol for conducting thematic analyses	Thematic analysis protocol	Protocol approved	Protocol approved	Yes

Comments

⁹The revision of all guidelines involved the active participation of stakeholders, contributing to the drafts of the guidelines. Five participatory processes were completed in 2023, with another five planned for 2024. This indicates that the initial goal of six participatory processes for the entire period of this strategic plan will be far exceeded.

LE6 Adapting and optimizing resources				
Strategic Objective 6.1. Streamline human resources management				
Action	Indicator	Result	Goal	Achievement
Adjust the organizational structure and job profiles to meet the real needs of the Agency and support the development of new projects or programs	Revised and adapted organizational chart	Organizational chart approved	Organizational chart approved	Yes
	Adequate and updated profiles	Profiles adapted and updated	Profiles adapted and updated	Yes
Strategic Objective 6.2. Enhance the management of information technology tools				
Action	Indicator	Result	Goal	Achievement
Consolidate the utilization of available information technology tools	Degree of adaptation of AVATIT and AVAPRO tools	Postponed	100 %	Not applicable ¹⁰

Comments

¹⁰Due to the revision of all guidelines, the adaptation of AVATIT was postponed to 2024. This decision aims to incorporate all the changes, including the ones affecting evaluation criteria, of the new evaluation guidelines. Moreover, Law 2/2023, of the University System (LOSU), forced AQUIB to interrupt the individual teaching accreditation in 2023, since the Agency is not included in the European Quality Assurance Register for Higher Education (EQAR), and this is mandatory according to this new Law, even if this activity is not under the scope of the ESG. Besides, this Law changed the figures subject to accreditation, and thus AQUIB is waiting for the regional legislation to regulate these figures. Therefore, adaptation of AVAPRO was also postponed to 2024.