



UNIBASQ STRATEGIC PLAN 2016-2019

INTRODUCTION

The Agency was created by section 79 of Law 3/2004, governing the Basque University System, with the objective to adapt it to the European Standards and Guidelines for Quality Assurance Agencies. On July 4 2012, Law 13/2012 of Unibasq-Basque University System Quality Assurance Agency was published, changing its name and with the mission to make the agency full member of ENQA and to be registered in EQAR, to promote and enforce its role and competencies in Euskadi's higher education. Section 5.6 establishes that "The agency shall approve a four-year strategic plan, to which the annual management plan and annual report of activities and results will need to make a reference." To account for this, the Agency approved the 2013-2016 Strategic plan.

Although this plan was not due yet, the incorporation into ENQA situates the agency in a new framework with more potentialities that should be developed as soon as possible. This suggests to finish the previous plan and to elaborate a new one to guarantee the new challenges and opportunities in an innovative manner.

The innovation results must reflect an improvement and simplification of the evaluation processes, the advice reinforcement to the university policy-makers and into a better social and international projection for the universities and the agency itself.



This strategic plan (2016-2019) has been elaborated through participation, based on the previous experience and the analysis of the strengths, weaknesses, opportunities and threats (SWOT) detected by the staff from the agency together with external agents.

MISSION

Unibasq – Basque University System Quality Assurance Agency, is a public entity regulated by private law, dedicated to promote the innovation and improvement in the Basque University System (BUS), satisfying international quality standards and attending the society interest in higher education. For that aim, Unibasq advises, evaluates and guarantees the institutions of the system, their study-programmes and the teaching staff, independently and objectively. Its activity is recognized by any other European system, because it fulfils the EEES quality standard and guidelines. It is a full member of ENQA and it has been registered in EQAR. This enables to develop the activity in any other university system that might be interested.

VISION

Unibasq wants to be recognized by the higher education institutions, the university community and the society as a helpful agent for the improvement of the Basque university system quality, its internationalization and social projection.

Unibasq pretends to be an interlocutor between Basque universities, stakeholders or system users, the university policy makers and external agents that are fed on university results.



Likewise, Unibasq wants to be recognized up to international level as an advisory and assurance agency of the university quality, mainly by European and Latin-American countries of major interest for the Basque universities, in order to support their internationalization.

VALUES

Independence to fulfil its tasks.

Responsibility, professionalism and ethics.

Effectiveness and efficiency through an innovative management, optimizing the available resources.

Objectivity and integrity in the evaluation processes development.

Transparency and accountability towards the society

Service vocation and continuous improvement.

Respect for university autonomy and specificity.

Promotion of cooperation with higher education institutions, administration, other agencies and national or international organizations with common interests.

STRATEGIC AREAS

AREA 1. SERVICES: CONSULTANCY AND EVALUATION

Objective 1.1. Evaluation improvement, through the simplification of the reports contents, their extension and the documentation required to applicants.

Objective 1.2. Consolidation of a reduced and significant system of indicators, internationally supported and adapted to the Basque University System specificities, promoting their use and the public diffusion of results.

Objective 1.3. Consultancy, if demanded by universities or by the Basque Government (BG), for the design and improvement of the degrees map in the Basque University System.

Objective 1.4. Collaboration for a better definition and evaluation of the academic carrier, taking into account international parameters.

Objective 1.5. Promotion of university quality accreditation in the Basque Country and the implication of all members and stakeholders in the Internal Quality Assurance System (IQAS).

AREA 2. SOCIAL INFLUENCE: COMMUNICATION, COLLABORATION WITH INSTITUTIONS, QUALITY AGENCIES AND SOCIAL AGENTS

Objective 2.1. Social diffusion of the agency activities and its role to improve the Basque University System.

Objective 2.2. Increase of collaboration with the Basque socio-economic environment, especially to promote their participation in institutional and study-programmes consultancy and evaluation processes.

Objective 2.3. Promotion of students participation in decisions and evaluation processes, in order to improve the higher education with their opinions.

Objective 2.4. Presence and influence increase in university quality organizations and networks, especially in the Spanish network (REACU).

AREA 3. AGENCY INTERNATIONALIZATION TO SUPPORT THE BASQUE UNIVERSITY SYSTEM

Objective 3.1. Development of international projects with other agencies or universities, especially about evaluation methodologies.

Objective 3.2. Increase of the Unibasq presence and influence on international quality university networks and organizations, especially in ENQA and EQAR.

Objective 3.3. Promotion of Unibasq activity for international evaluation and consultancy, especially in Europe and Latin-America.

Objective 3.4. To facilitate the relations between Basque and European or Latin-American universities, through agreements between the corresponding agencies.

Objective 3.5. Promotion of a simple and effective publication of indicators that are internationally accepted, to facilitate the international visibility of the Basque University System.

AREA 4. INTERNAL ORGANIZATION: MANAGEMENT, PLANNING AND HUMAN RESOURCES

Objective 4.1. Management Improvement through processes, adapting and simplifying the Internal Quality Assurance System (IQAS), towards the efficiency of the decision processes, to the optimization of the staff and to the needs of Unibasq users.

Objective 4.2. Improvement of the organization structure and operation, increase the staff motivation, ethic compromise and internal communication, to face the new challenges of the agency since its entrance in ENQA and EQAR.

Objective 4.3. Improvement of the activity results and their presentation to the society and to the government.

ACTIONS RELATED WITH STRATEGIC OBJECTIVES

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|--------------|---|
| O 1.1 | <ol style="list-style-type: none"> 1. Simplification of evaluation protocols in terms of contents and also on extension. 2. Advance on electronic processing in all evaluation procedures. |
| O 1.2 | <ol style="list-style-type: none"> 3. Review of the most accepted international indicators in university rankings. 4. Publication of the results in the Basque University Activity Observatory 5. Advice to the Basque government and to the universities in the university planning. |
| O 1.3 | <ol style="list-style-type: none"> 6. Advice and collaboration with the Basque government and universities with respect to the map of degrees, in terms of design and implementation. |
| O 1.4 | <ol style="list-style-type: none"> 7. Adaptation of the DOCENTIA programme to the specific needs in our context, having in mind the international standards to measure teaching quality. |
| O 1.5 | <ol style="list-style-type: none"> 8. Impulse of AUDIT (or similar) programme, increasing the universities implication and encouraging the inclusion of all stakeholders. |
| O 2.1 | <ol style="list-style-type: none"> 9. Definition and implementation of a communication protocol adapted to the programmes and stakeholders' expectations. 10. University Quality Prize. |
| O 2.2 | <ol style="list-style-type: none"> 11. To carry out meetings and agreements with social agents in order to request their suggestions about the Basque University System, and to consider them as potential experts. 12. Increase of collaboration with Euskalit. |
| O 2.3 | <ol style="list-style-type: none"> 13. Creation of the Students Consultative Board. 14. Design and implementation of a quality training programme for students. |
| O 2.4 | <ol style="list-style-type: none"> 15. Participation in university quality meetings in Spain (especially REACU) |
| O 3.1 | <ol style="list-style-type: none"> 16. Participation in joint activities together with foreign universities and agencies |
| O 3.2 | <ol style="list-style-type: none"> 17. Participation in university quality meetings abroad. |
| O 3.3 | <ol style="list-style-type: none"> 18. Search for alliances to enable Unibasq as an agency evaluating in other countries. |
| O 3.4 | <ol style="list-style-type: none"> 19. Collaboration agreements with agencies in charge of evaluation of universities that have academic relation with the Basque University System, in order to facilitate their relationship. |
| O 3.5 | <ol style="list-style-type: none"> 20. Review of the most accepted international indicators in university rankings 21. Publication of the results for these indicators |
| O 4.1 | <ol style="list-style-type: none"> 22. Revision and simplification of the IQAS |
| O 4.2 | <ol style="list-style-type: none"> 23. Periodic internal dynamic meetings, encouraging participation and inclusiveness. 24. Revision and improvement of the internal communication procedure. 25. Staff adaptation to the new context in the agency. 26. Design and implementation of an annual training programme. |
| O 4.3 | <ol style="list-style-type: none"> 27. Follow-up committee for the contract programme 28. Web-page update, including the Basque University Activity Observatory 29. Public appearances to present the agency activity. |

FOLLOW-UP INDICATORS AND EXPECTED VALUES

| | | 2016 | 2017 | 2018 | 2019 |
|-------|--|--------------------------|---------------------------|-------------|-------------|
| O.1.1 | % adapted/revised programmes | 25% | 50% | 75% | 100% |
| O.1.2 | Indicators review | Review/Initial diagnosis | Agreement with BUS and BG | Follow-up | Follow-up |
| O.1.2 | University activity Observatory | Design | Implementation | Follow-up | Follow-up |
| O.1.4 | % Academic Staff accredited with DOCENTIA | 10% | 20% | 35% | 50% |
| O.1.4 | Number of centres accredited with DOCENTIA | 2 | 7 | 12 | 17 |
| O.1.5 | Number of centres with institutional accreditation | 8 | 15 | 20 | 25 |
| O.2.1 | Number of quality events | 1 | 2 | 2 | 2 |
| O.2.1 | University innovation prize | Design | Implementation | Maintenance | Maintenance |
| O.2.2 | Number of meetings and agreements | 1 | 2 | 3 | 3 |
| O.2.2 | Joint actions with Euskalit | 1 | 1 | 1 | 1 |
| O.2.3 | Number of meetings with the Students Committee | 3 | 3 | 3 | 3 |
| O.2.3 | Number of students attending training courses | 50 | 100 | 100 | 100 |
| O.2.3 | Number of training courses for students | 2 | 2 | 2 | 2 |
| O.3.1 | Number of actions with international institutions | 1 | 2 | 3 | 4 |
| O.3.2 | Number of meetings in international boards | 2 | 3 | 4 | 5 |
| O.3.3 | Number of international evaluations | 0 | 1 | 2 | 3 |
| O.3.5 | Number of international studies | 0 | 1 | 1 | 1 |
| O.4.1 | Quality certificate (EFQM – advanced management) | Adaptation of IQAS | Certified | Maintenance | Maintenance |
| O.4.2 | Number of training activities | 2 | 3 | 4 | 5 |
| O.4.3 | Web page Updating | New design | Implementation | Updated | Updated |
| O.4.3 | Public appearances | 1 | 1 | 1 | 1 |