



AGENCIA NACIONAL DE EVALUACIÓN
DE LA CALIDAD Y ACREDITACIÓN

2008 Action Plan

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PRESENTATION

Organic Act 4/2007, April 12, which modifies Organic Act 6/2001, on Universities (LOMLOU) authorizes the creation of the National Agency for Quality Assessment and Accreditation in accordance with the provisions in state Agencies Act for the improvement public services. The aforementioned Act also provides the state agency with functions so far developed by the National Quality Assessment and Accreditation Agency Foundation.

The enactment of the LOMLOU represented great impact with regards to ANECA activities defined for 2008. The implementation of this rule through the corresponding decrees on the new structure of university degrees (RD 1393/2007, October 29) and accreditation of the public professorship (RD 1312/2007, October 5) shall mark the new activities of ANECA in 2008 to a great extent.

The main objective of the proposed 2008 Action Plan is the active participation of ANECA in verifying degree programmes, prior to inscription in the register, as well as the assessment of academic merits of future civil servant teaching staff, which shall be performed through commissions that comply with the requirements established in LOMLOU.

Furthermore, the activities of ANECA for 2008 also include those that have been developed during 2007 regarding the assessment of degree programmes and institutions and the assessment of professors prior to their recruiting.

The action plan places special emphasis on the drafting of studies and reports derived both from its assessment activities and the analysis of some university quality indicators, and the work performed by university quality assessment agencies of autonomous communities. These reports are directed at the various interest groups for which ANECA should be a significant source of information.

In order for ANECA to focus on the requirements of the interest groups and to quickly provide results derived from the activities of the agency, the 2008 action plan dedicates important efforts to maintain an active relation and very suitable information with the leading higher education agents in Spain, the Ministry of Education and Science, universities and associations, including social councils, students and autonomic assessment agencies and General Directorates of

autonomous communications that have not created agencies. It also proposes intense cooperation with international agencies and its networks, as well as with other interest groups. The creation of the state agency will involve a revision of the ANECA Strategic Plan, as well as its internal work including its quality system and financial management, to adapt them to a new reality.

In this context, the 2008 action plan of ANECA as foundation and later as state agency has been divided into four major sections:

- Assessment activities
- Studies and prospective
- Institutional activities
- Internal organization

Strategic objectives

The creation of the new state agency ANECA from the Foundation with the same name involves the adaptation of the ANECA strategic plan to the new situation considering the modification of the LOU, new policies of the Ministry of Education and Science (MEC) documented in a future regulatory development, especially those regarding the new structure of degree programmes and the new mechanism for accrediting civil servant teaching staff, as well as the framework created by the State Agencies Act and the statutes of ANECA.

The 2008 Action Plan is part of the ANECA Strategic Plan as a general framework of reference and in its strategic objectives, which has been initially aligned with the functions and responsibilities assigned to the Agency in LOMLOU, as well as its gradual but unavoidable conversion into state agency in accordance with the law that governs such organizations.

Therefore, one of the objectives of the 2008 Action Plan shall be the reformulation of the current Strategic Plan. Many of the aspects contained in the current Action Plan, and given its generic nature, shall continue in the new phase. The strategic objectives of the new reflection are:

1. Implement degree programmes verification programs, in accordance with the new legal framework (LOMLOU) and develop institution specific activity assessment programs.
2. Implement new professor assessment methods adapted to the new legal framework (LOMLOU).
3. Produce quality reports of universities and professors based on experience and, if appropriate, in cooperation with the assessment bodies of autonomous communities.
4. Promote cooperation through the development of joint projects with autonomic agencies, autonomous communities as well as international agencies or networks.
5. Consolidate the participation of students in the assessment processes and in the advisory bodies of the agency.

6. Ensure the transparency of assessment, certification and accreditation processes as well as accessibility of information by the interest groups involved.
7. Consolidate ANECA's compliance of European criteria and guidelines as well as the internal quality system.
8. Consolidate the transformation of ANECA into a state agency, developing its organization and human resources.

2008 ACTIVITIES PLAN

I. ASSESSMENT ACTIVITIES

1. Assessment of Degree programmes and Institutions

1.1. Degrees and masters verification Programme (VERIFICA, POPs)

1.1.1. Degree verification program (VERIFICA)

Royal Decree 1393/2007, October 29, in compliance with the provisions in Organic Act 4/2007 Title VI, Universities, establishes the regulatory framework for the organization and verification of official university degree programmes.

Said Royal Decree states that ANECA shall establish the procedures, protocols and guides for the verification of official degrees. It also states that ANECA shall assess proposed study plans, in accordance with said verification protocols and guides.

After completing in 2007 the design of the verification process as well as the protocols and guides required to develop it, in 2008 ANECA will complete the rollout of the process. During the rollout of the program, the assessment commissions shall be selected, appointed and trained in order to execute the verification of proposed study plans, initiating the verification of plan proposals that may be presented, regulated by the Ministry of Education and Science, while producing the corresponding verification reports.

In cooperation with the Universities Council, ANECA will provide an electronic tool to universities in January 2008 in order to streamline requests and communications between all three institutions.

1.1.2. Recognised postgraduate programmes evaluation programme (POPs)

Royal Decree 1393/2007, October 29, indicates that the process for verifying master degrees for their implementation in 2008-09 shall be regulated in compliance with prior applicable regulations, i.e.: RD 56/2005, January 21.

During the fourth quarter of 2007, ANECA made a call for proposals to universities dependent on the MEC and autonomous communities that do not have an evaluation agency to assess their POPs.

The assessment of the papers presented is expected to be performed during January and March 2008, including in the process a phase for appeals for the university between the provisional report and the final assessment report, similarly to the process of the previous call for proposals.

1.2. University studies quality assurance systems recognition programme (AUDIT)

The objective of the program is to favour the development of internal quality assurance systems in university studies, with the centre or university as the backbone, generating procedures that lead to the recognition of these systems and supporting university institutions in their implementation.

After completing the design of guides and other tools in 2007, and after the centres designed their quality assurance systems, the design presented by the centres or universities to define and document their systems will be reviewed during 2008. Design verification reports shall be produced as a result of the assessment process.

After reviewing the verification, it will monitor the implementation of the quality assurance systems of the various centres and universities. The monitoring will focus especially on the review of mechanisms and procedures used by the centre or university to obtain and analyze information on the progress and results of the study plan, as well as the analysis of the use of said mechanisms and procedures made by the parties involved.

In addition, ANECA will review the follow up of the AUDIT program in its various design quality assurance assessment and monitoring phases together with the guides and other documents involved.

Finally, if it were necessary and after the revision of AUDIT program rollout, the 2008 program will call for proposal for new centres that wish to design their internal quality assurance systems.

1.3. Teaching activity assessment support programme (DOCENTIA)

The purpose of this program is to provide a reference framework, a model and procedures to review teaching activities of universities; the assessment shall be compliant with internationally recognized practices, as well as align teaching activities assessment with quality assurance criteria applied to university degrees.

After completing the assessment process of 2007 teaching activities assessment procedures, the group will monitor the development of procedures designed by the universities involved. An Assessment Commission will also be created.

In terms of program improvement, after assessment, the development of the program shall be revised together with the guides and other documents used. The 2008 call of the program shall be launched based on this revision and improvement process, inviting any universities that, not having participated in the previous call, may be interested in presenting procedure designs to assess the teaching activities of their professors. At the end of the year, the designed procedures shall be subjected to a new assessment. This process will end with the production of the corresponding assessment reports.

In combination with the assessment of the teaching activity, the TRAINING program, initiated in 2007, will be monitored to encourage the development of university professor training plans, associated to the improvement of their teaching activities. Such monitoring shall help to identify the development of training plans designed by the universities.

1.4. Quality Label programme for Ph.D studies

The 2007 call, introduced some advances compared to previous calls for proposal: the assessment process was simplified establishing two sole procedures, one for the concession of the Quality Label and another for successive renewals, extending the validity period of quality mentions from one to four academic courses and, consequently, introducing an annual monitoring system for the quality mention throughout its entire effective period. Moreover, new procedures have been established for the management of assessment processes.

New assessment processes shall be developed during 2008, which shall include the improvements identified during meta-assessment of the 2007 call; the results are to be published in July 2008.

The 2008 call will assess the renewal of 215 programs with quality label valid up to the 2007-08 course, and the monitoring of 404 programs with quality label whose validity is more long term. It shall be necessary to add the ones of the programs that present a concession for the first time.

1.5. Other assessment activities

1.5.1. Institutional assessment program

The purpose of is program, which was designed in 2007, was to facilitate an assessment process for improving the quality of official university degree education valid throughout Spain. Improvement plans resulting from the 2007 activities shall be presented during 2008, proceeding to the meta-assessment of the process and the analysis of assessment reports for transferring results to the reports generated by the Agency during the year.

1.5.2. Service assessment based on the EFQM model

The services assessment program of ANECA aims to provide an instrument of reflection to university services for the assessment, revision and action aimed at continuous improvement based on the EFQM Model, compatible and aligned with the current European levels, in order to position Spanish universities at the same level as the most prestigious organizations. The activities developed in 2007 within the framework signed by ANECA and the Excellence in Management Club will continue during 2008.

1.5.3. Collaboration with the Ministry of Defence

During 2008, a specific assessment model shall be designed for the military education of the Ministry of Defence and, if appropriate, the implementation of the military education assessment program in compliance with the model designed by ANECA, as well as the possible implementation of verification processes of study plans at military centres that may be developed during the EHEA integration process.

1.5.4. Design and development of a pilot assess project of programs included in the *Erasmus Mundus* program in cooperation with other agencies

The assessment of masters within the European Commission *Erasmus Mundus* program will be executed during 2008. These programs are executed between European and other international universities based on criteria established by the European Commission (http://ec.europa.eu/education/programmes/mundus/projects/index_en.htm). The project will focus on master programs coordinated by a Spanish university. In this context, it shall also be possible to implement the developments within the ECA framework on *joint programmes* and defined in *Principles of accreditation of joint programmes*, approved in June 2007 by the organization.

2. Professor assessment

2.1. Teaching Staff Assessment programme for recruitment purposes (PEP)

Through the monthly activities of the five committees in the program will help to maintain during 2008 the assessment processes for recruitment of non civil servant professors, referenced in LOU sections 50, 51, 52 and 72.

As a consequence of the analysis and meta-assessment processes initiated in 2007, improvements shall be introduced that may derive in possible revisions of the model, criteria and procedures. Specifically and as part of the meta-assessment processes, a satisfaction survey was performed during the last quarter of 2007 to program participants; more than 2500 filled-in forms have been returned, which shall be analyzed and the results will serve as the basis for process improvement.

As an evolution of the agreement signed between ANECA and CINDOC for the execution and maintenance of database of Social Science and Legal as well as Humanities magazines (DICE), the usefulness of the database will be analyzed with the assessors of these scientific fields; CINDOC will be entrusted with the production of new indicators based on the quality criteria of specific scientific publications.

The works initiated to determine the academic and scientific profiles of accredited professors in the various positions will continue based on the analysis of the program database.

Finally, the report with the results of the assessments program performed during 2007 will be published during the first quarter of 2008.

2.2. Accreditation of civil servant teachers (ACADEMIA)

RD 1312/2007 entrusts ANECA with the development and implementation of the national accreditation procedure, and establishes the deadlines to be fulfilled by the various milestones in this process: creation of accreditation commissions and start of the program operation.

In compliance with said Royal Decree, January 8, 2008, ANECA shall initiate the procedure for the national accreditation of all requestors being assessed.

The program rollout is currently underway, which shall conclude in the last weeks of December 2007.

The implementation of this program means that during 2008, 11 accreditation commissions (5 for university professors, 5 for university lecturers in full and 1 for professors of university schools), together with a panel of external experts, will perform their assessment activities, each one of the commissions holding at least one assessment session every month.

The first revision and results analysis will take place at the end of 2008.

2.3. Other activities related to professor assessment

Solutions to the requirements of the Universities Council and, if necessary, universities will be provided.

II. STUDIES AND PROSPECTIVE

1. 2008 ANECA report to MEC

The purpose of this project is to provide the Ministry of Education and Science with information on the assessments performed by ANECA and assessment bodies of the autonomous communities. The report reviews the development and results of institutional assessments, postgraduate programs and quality label recognition programme for Ph.D studies, as well as non civil servant professor assessments.

A new reporting project will be defined in 2008 in cooperation with the assessment bodies of the autonomous communities. The results of this project shall be used to collect and analyze the details of assessments not included in the *2007 Report* in order to produce the *2008 Report*.

2. Project “Information to society on quality of university degree programmes” (developed by the University Council and ANECA).

The purpose of this project is to inform society in simple, accurate and updated terms on the quality of university degrees based on performance indicators.

The 2007 report will be published and distributed in 2008. Likewise, the *2007 Report* will be reviewed and the necessary improvements will be made to the definition and calculation of indicators. Based on the improvements introduced in the Project, a new cycle for obtaining indicators will be completed that will be compared to those obtained by other state agencies and organizations of autonomous communities increasing their validity and comparability. The 2008 report will also be published and distributed. Finally, the execution of the new project will be monitored.

3. ANECA Graduate Employment Observatory

The resulting activities shall provide information to take future decisions that favour the occupational insertion of university graduates. This observatory has been working for several years, and will continue throughout 2008 maintaining the observatory website, which contains the knowledge generated in terms of occupational insertion of university graduates and the activities developed by the employment units at the universities.

The occupational insertion of graduates will be analyzed in 2008 in cooperation with the Social Council of the universities from the employer perspective.

III. INSTITUTIONAL ACTIVITIES

1. Activities with Spanish higher education stakeholders

In 2008, the institutional activities with stakeholders of the Spanish university system shall maintain the principles of Organic Act 4/2007, April 12, which modifies Organic Act 6/2001, Universities, establishing the fundamental lines of ANECA's institutional activities, reflection of its assessment praxis. Also within the institutional scope of the Agency, it shall be necessary to consider the second provision derived from section 32.1, which authorizes the creation of ANECA in accordance with Act 28/2006, July 18, State Agencies to improve public services. The change in legal nature implies a certain reorganization within the scope of institutional relations.

Likewise, third-party relations, with stakeholders in the mission as parties of the Agency's functions and that adopt diverse forms (university institutions, employers, students, syndicates, society as a whole) must be established from this same parameter and based on the idea of a public service as a work horizon.

1.1. Ministry of Education and Science

The main legislator agent of the Spanish higher education system for ANECA is the Ministry of Education and Science that the Direction of the agency will maintain a direct relation with its main parties in charge through the Secretary of State of Universities and Research as well as the bodies included in the organization chart, together with the commissions and workgroups that MEC defines and are related to the responsibilities and functions of ANECA.

1.2. CRUE

The scope of works with CRUE shall continue the rate of periodic meetings to explain the initiatives, programs and studies to the representatives of Spanish university rectors prior to their launch in order to obtain the opinion of this university system stakeholder, as well as to create a channel for exchanging information between the parties.

This line of discussions will continue the activities initiated in 2007 of presenting the most important documents associated to the planning, implementation and analysis of ANECA activities during the current year.

1.3. General Directorates of Universities in Autonomous Communities

The relations between ANECA and the G-6, which includes the representatives of the higher education authorities of the autonomic governments that do not have an assessment agency shall maintain the same dynamics with the double line of information to system stakeholders and the support and collaboration necessary on request of the governments that ANECA provides the cover necessary within the scope of its responsibilities.

1.4. Social Councils

The relations with Social Councils have experienced a notable change during the second half of 2007 after the coming into effect of the LOU reform, which has articulated the scope of relations of these system stakeholders with ANECA (section 11.2). This way, the contacts with the Social Council of Spanish public universities were articulated through the Conference of presidents and secretaries of Social Council. A joint work committee shall be defined in early 2008 to identify areas of interest for both parties and make proposals for studies and reports that can be used as information and advice in compliance with said section.

2. Activities with evaluation agencies

The relations in the international context – bilateral, with the European Union or within the logic of integration in an Ibero American cultural space – shall be aligned with the framework of state higher education policies through instruments such as cooperation and integration.

These activities will continue during 2008 fundamentally defined through joint projects that glue bilateral relations and with agency networks.

2.1. Relations with autonomic agencies

Within the framework of institutional relations defined by LOMLOU, in addition to the Ministry of Education and Science as the main regulatory body that defines the legal framework of ANECA, the standard establishes the cooperation of ANECA with the assessment agencies of autonomous communities and the drafting of reports for society.

This mandate shall be used to *establish cooperation and mutual recognition mechanisms* (section 28.3) between ANECA and the assessment agencies of autonomous communities, in order to establish the guidelines for joint relations.

However, within this scope of relations, the General Conference on University Policies has entrusted by Law to define the lines of cooperation between ANECA and the assessment agencies of Autonomous Communities and it shall be necessary to consider it in this point of the Action Plan once the definitive version has been drafted. Therefore, before establishing the lines of cooperation with autonomic assessment agencies through agreements, ANECA and the agencies shall wait for the General Conference on University Policy to define and establish the collaboration criteria.

Until then, and on initiative of ANECA, two programs have been developed, DOCENTIA and AUDIT, that have been based on a proposal of joint and coordinated technical work from design to rollout.

2.1.1. ANECA commission – autonomic agencies

During 2008, the relations with autonomic agencies shall continue to be a priority line of action, both for the cooperation in the design and development of programs and for the drafting of reports that ANECA must produce according to its legal mandate. The general framework of cooperation tasks shall be established by the MEC through the General Conference of University Policies and it shall be necessary to define their scope and form in technical terms as part of the Agency's activities.

2.1.2. REACU

ANECA's involvement in the network of State assessment agencies will continue to be dynamic, working to develop the mandate of the law with regards to cooperation and mutual recognition in the proposed projects and initiatives.

2.2. Relations with international agencies

2.2.1. Europe

The institutional activities will continue to focus on the construction of EHEA from the role it has been assigned and contributing to the dynamization of quality assurance policies as well as improving the more active involvement of ANECA in European forums and seminars. In addition to the collaboration initiatives on a bilateral base with European agencies, the main lines of work in Europe are defined with the following organizations:

–European Association for Quality Assurance (ENQA)

The relation with the European Association for Quality Assurance (ENQA) shall continue as the main line of international activity within the European Higher Education Area. The activities of the Association include a general meeting held in September and the Board meetings that the head of ANECA is a member of. ANECA's strategy involves the promotion of active participation in the initiatives of ENQA especially technical and its methodologies.

–European Consortium for Accreditation (ECA)

The ECA project concluded its mission last December in Barcelona with the celebration of an international conference, organized by ANECA and Universitat Politècnica de Catalunya, where it publicised its results through the signature of mutual recognition agreements between the agencies associated to the Consortium.

ANECA signed a first agreement of recognition with the German Accreditation Council (*Akkreditierungsrat*), the Swiss Agency for University Quality Assurance (OAQ) and the French *Commission des titres d'ingénieur*

(CTI). These agreements shall have to be executed before the end of the first half of 2008.

The 2003-07 ECA project concluded with the six monthly workshop attended by 14 agencies from the ten European countries involved, which shall continue to expand the scope of relations in the project to other regions adding other European non accrediting agencies. ANECA has advanced in comparability of processes and procedures of the agency and its equivalents.

2.2.2. Latin America

The lines of action in Latin America will continue focused on the Latin American network of accreditation agencies (RIACES) and the projects it has developed in addition to other bilateral initiatives with agencies.

–RIACES

In addition to the participation in the general annual meeting for 2008, in addition to the participation in theme workshops that may be established in the Action Plan for this year and which will be approved in the general meeting, the main line of work of ANECA is the Internal Quality project of the assessment agencies (CINTAS); its objectives include support to quality assessment and accreditation bodies in the development of their own internal quality assurance systems, as well as develop a procedure to help RIACES (Ibero American Network of Higher Education Quality Agencies) member organizations and create a common quality assurance reference framework that can be used in that field.

2.2.3. INQAAHE

In 2008, the activity of the global agencies network will focus on the idea of building closer ties with the various regional networks, including ENQA and RIACES, therefore these global relations will acquire greater relevance in 2008.

2.3. Relations with state evaluation agencies

ANECA has initiated a series of contacts and collaborations with state assessment agencies to develop initiatives that add value and publicise good assessment practices of public services between organizations and departments of

the central government. Two conferences were organized at the end of 2007 with important results in this line of work.

3. Activities with other stakeholders

The stakeholders that ANECA will maintain the lines of cooperation from previous years are:

3.1. Students

The line of work opened with studies in 2006, following the commitment acquired by the states after the Bergen meeting, continued in 2007 through the workgroup at the core of ANECA and the inclusion of students as evaluators in the PEI after having participated in training with the rest of evaluators.

In 2008 it shall be necessary to consolidate the participation of students in other ANECA processes in order to perfectly articulate these as another agent in the system. Furthermore, with regards to institutional relations, ANECA shall continue the relation initiated in 2007 with CREUP as an important mediator without ignoring other student associations.

3.2. Employers

The employment of graduates and the new design of degrees aimed at the employability of students and skills development make employers a preferential interest group for ANECA. If 2007 was the year of students, in the sense of initiating the gradual but definitive incorporation after a period reflection and discussion, 2008 can be considered the year of employers in the sense of boosting dialog with the group for the purposes of the Agency.

3.3. Professional entities

In 2007, ANECA initiated a project with the Boards of doctoral and graduate schools in Spain including for the first time practical dialogs with this stakeholders complementing the scenario of stakeholders in higher education by welcoming a series of graduates that exercise professional activities and/or use this body to complement training of different types but associated to non formal and informal continuous training included in the framework proposal of European Commission qualifications.

The objective of this project is the development of a model that guarantees the quality of the practical dimension of postgraduate studies included in the initial

training of future secondary education teachers, articulated in the form of the master.

The project shall be performed in cooperation with the MEC Assessment Institute and the General Council of Doctoral Schools and Graduates in Philosophy, Humanities and Science and considers four fundamental phases: a) definition of quality criteria in the practical dimension of the master; b) design of the process and procedures necessary for the verification of said practical dimension; c) collection and distribution of good practices related to the design and implementation of practices in the initial training of secondary education teachers; and d) design of the process, guides and other procedures for the development of the accreditation of the practical dimension of masters, after implementation.

Phases b) and c) of the project shall be completed in 2008.

3.4. Teachers

The line of work with teachers involves adding a very important interest group not only for their location and influence in higher education, but also for their number. This implies maintaining relations and exchanging information independently from the university institutional framework.

3.5. Relations with education commissions of the Chamber of Deputies and the Senate

The appearances before the two chambers of representatives must be included in the agenda of ANECA's Direction on request of both commissions in both chambers or at least once a year in order to present the annual Action Plan to education commissions together with a summary of the works performed in compliance with the principles of information and transparency included in the law and derived from their change in nature.

4. Communication

The main objective of this action is to publicise, support and position the activities and results of the Agency so that they are recognized as references in their scope, especially as a source of information for society in terms of quality of the Higher Education system. During 2008, it shall be necessary to consolidate the pilot activities that were initiated in 2007, coordinating joint events with universities to publicise the activities of the agency and support the communication of programs.

4.1. External communication

The external communication actions for 2008 shall focus on attending to requirements that present new Accreditation of civil servant professors (ACADEMIA) and education verification (VERIFICA), as well as promote the publicising of reports produced by ANECA as part of its function of informing society, based both on the optimization of new tools implemented in 2007 (new web) and in the inclusion of others that may contribute greater efficiency.

4.2. Internal communication

The objective of these actions is destined to promote the interaction between the various levels and departments in ANECA, based on tools that facilitate the management of knowledge generated internally and provide added value elements (key elements, development context, relations with other elements and analysis).

5. Activities that promote quality dissemination and training

In order to help improve the Spanish University System and its integration in the European Area, ANECA shall announce a call to jointly perform ten study, reflection and discussion meetings with Spanish universities on strategic Higher Education quality subjects.

IV. ACTIVITIES RELATED TO THE INTERNAL ORGANIZATION

One of the activities to be consolidated in 2008 shall be the establishing of operation regulations of the various governance, executive, advisory, assessment and coordination bodies in accordance with the Statutes of the ANECA State Agency.

In the case that ANECA continues working and developing its activities as a Foundation during part of 2008, the activities of the governance, executive, advisory and coordination bodies would be developed in accordance with the same line of action developed in 2007.

1. Governance, executive, advisory and assessment bodies

ANECA shall maintain the governance (Board of Trustees), advisory (Advisory Board), executive (Board of Directors) and assessment (Technical Commission and program assessment committees and commissions) bodies currently in existence in the 2007 Action Plan, as long as it maintains its nature as a Public Sector Foundation. Once it becomes a state agency, after proceeding to liquidate the Foundation, the bodies established in the State Agencies Act shall be created as well as any that may be specified in the future Statutes of the ANECA State Agency. In this sense, the State Agencies Act regulates the maximum governance (President and Governing Board) and executive (Director) bodies, establishing a Control Commission in the core of the Governing Board, leaving the rest to the Agency's charter.

2. Internal quality assurance

In order to guarantee the internal quality of the institution, we shall continue to work on the monitoring and improvement of the internal quality management system to achieve its complete development in the organization, as well as interact with the stakeholders in order to identify their level of satisfaction with the work developed by ANECA. Furthermore, this process shall define the actions derived from the commissioning and implementation of the improvements plan designed from the external report of the ENQA assessment panel.

3. Strategic plan

The content shall be reviewed in accordance with the new context created both by the transformation of ANECA into a state agency and by the approval of supplementary text for organic LOU act.

From this point, each one of the strategic objectives shall be analyzed to verify they are aligned with the new legal framework before proceeding to their rollout. Otherwise they shall be modified.

4. Information support systems

Information systems shall be designed, implemented and maintained to support the assessment activities of ANECA, as well as favour the implementation of knowledge management tools. An integrated information system shall be designed and developed to support the assessment activities that allow its initial rollout in modules in order to attend to the various ANECA programs in a timely manner.

5. Human resources

ANECA shall adapt the organizational structure of ANECA and its staff to the requirements of a State Agency.

The human team shall be developed, especially with regards to staff training in accordance with the assessment methodologies and government action and based on ANECA's requirements to fulfil its objectives.

6. Financial and resource management

The financial and resource management shall be adapted to the legal form of a State Agency in order to comply with the external requirements derived from the nature of ANECA and facilitate the development of in-house activities, as well as optimize the current processes as a consequence of their assessment.