ACPUA
AGENCIA DE CALIDAD Y PROSPECTIVA
UNIVERSITARIA DE ARAGÓN

Self-Assessment Report

September 2020

External Review of Compliance with the ESG for reconfirmation of full membership of the European Association for Quality Assurance in Higher Education (ENQA) and renewal of registration with the European Quality Assurance Register (EQAR)

Foreword

This Self-Assessment Report has been prepared for the External Review Panel, who will visit ACPUA in November 2020, as a part of the external review against the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) coordinated by the European Association for Quality Assurance in Higher Education (ENQA).

This is the second evaluation for the Aragon Agency for Quality Assurance and Strategic Foresight in Higher Education (ACPUA). In order to continue improving, earning new capacities for innovation, growing in a sustainable way and improving its service to the Aragon Higher Education System, the ACPUA wishes to reconfirm full membership to ENQA and renew registration with EQAR, consolidating international recognition.

This report summarizes a long reflection process. We were aware that the recommendations made in 2016 marked the way to improvement. Analysis was galvanized by the ENQA Progress Visit (2018) and the preparation of a new Strategic Plan (2019-2022). All the Agency's bodies and stakeholders have participated in this process, which has stimulated remarkable enhancement in the ACPUA's structure and operations. For our small Agency, this path has truly been a project of community.

We look forward to welcoming the External Review Panel to ACPUA in November and ultimately to get the Review Report.

The ACPUA Team

Table of Contents

Annexes index

Figures index

Tables index

1. Introduction

The Agencia de Calidad y Prospectiva Universitaria de Aragón (ACPUA) is the official agency for the evaluation of higher education in the Autonomous Community of Aragon (Spain).The ACPUA was created in 2005 under the Aragon Higher Education Act. Its legal nature is that of an independent public law entity.

The Agency started operating in 2006. The Statutes governing the ACPUA were approved that year.

The ACPUA is the smallest Spanish agency registered in EQAR.

1.1. Vision

Our vision at the ACPUA is to be an agile and efficient agency, indispensable in Aragon thanks to the professionalism and good operation of its activity. By contributing with the quality assurance added value, we want to be an essential reference for all institutions and agents with education responsibilities in the region. Furthermore, the ACPUA works towards the concept of an open regional entity: been a qualified agency outside Aragon and a recognized actor within the European Higher Education Area.

To achieve this vision, ACPUA must abide in all its procedures and processes by the European Standards and Guidelines (ESG). With transparency, independence of judgement and commitment towards accountability we sustain reflection, ongoing enhancement and creativity.

1.2. Mission

The mission of the Aragon Agency for Quality Assurance and Strategic Foresight in Higher Education – ACPUA - is to assure and promote the quality of the Aragon Higher Education System. Part of this aim is the development of useful links between the university, the social-productive areas, the institutional decision-making bodies and the society of Aragon as a whole, as well as the promotion of the exchange of experience, not only with other national and international university systems but also with other educational levels (secondary education, vocational training, etc.).

In order to achieve this mission, the ACPUA mainly develops technical quality assurance activities, such as evaluation, assessment, certification and accreditation tasks. This public service is complemented with prospective and research tasks, as well as to promoting activities to strengthen a quality culture in higher education within the region.

1.3. Purposes

There are two main purposes of the Agency according to Aragon Higher Education Act:

- To promote the improvement of the quality of the Aragon Higher Education System, favouring its relationship with the business, labour and the society as a whole.
- To promote and disseminate a culture of quality in the university and higher education area of Aragon, that enables enriching the reflection on the role of universities with regard to the society and favour the exchanges of experiences at this level with other university systems.

ACPUA – Agencia de Calidad y Prospectiva Universitaria de Aragón
Avda. de Ranillas, nº 5D, 1ª Planta. 50018 Zaragoza
Teléfono: 976 713386 - acpua@aragon.es

1.4. Functions

The regional law drew up a catalogue of functions for the Agency with great potential. The main ones are evaluation, but there are also prospective ones.

The main functions (QA activities and foresight) include the following:

- Evaluation of the University System of Aragon, including both the quality of teaching and the quality of research.
- Evaluation, accreditation and certification of teaching.
- Evaluation, accreditation and certification of the performance of the staff of the Universidad de Zaragoza.
- Evaluation and accreditation of university centers.

- Detection of higher education training needs for the proper functioning of companies.
- Monitoring of the labour insertion of graduates.
- Evaluation of school success or failure in the field of higher education.
- Analysis of the transition from secondary to higher education.

In addition, Act 17/2018, of December 4th, on Research and Innovation in Aragon, incorporates into the Agency's functions the evaluation, accreditation and certification of the agents of the RDI System in Aragon.

Hence, the ACPUA mainly develops technical QA activities, such as evaluation, assessment, certification or accreditation tasks. This public service is complemented with strategic foresight ("prospectiva"), as well with activities to promote a culture of quality within the region.

In February 2018, the ENQA Progress Visit (ANNEX I) kicked off the work to prepare the new Strategic Plan (ANNEX II). Following the advice of the Progress Visit, the new Strategic Plan (2019-2022) outlines strategic lines that will then be articulated with the annual activities plans.

2. Development of the Self-Assessment Report (SAR)

A writing process in times of pandemic

The ACPUA is preparing this Self-Assessment Report for the renewal of its full membership in ENQA and its permanence in the EQAR Register according to the usual cycle established by both European bodies.

But it also fulfils a legal obligation: "Periodically and at least one every five years, the Agency's activities must be subject to an external evaluation by an international Committee of Experts" (Art. 85 bis, Aragon Higher Education Act).

The production of the Self-Assessment Report was identified as an activity and included in the ACPUA Activities Plan 2019 (Strategic Line 7. "Internationalisation of the Agency and opening up to other University Systems"; Action A7.1 "International evaluation of the ACPUA"). This action was submitted to the Board of Directors. Once approved, a steering group was formed. Members of the steering group: Eva Sánchez (quality and internationalisation technician), Nacho Lozano (teaching quality technician), Isabel Ortega (technical coordinator) and Antonio Serrano (Director). However, it is relevant to note that the size of the Agency has allowed the whole team of the Agency to be involved in the preparation of the Self-Assessment Report, through an appropriate distribution of tasks.

ACPUA – Agencia de Calidad y Prospectiva Universitaria de Aragón
Avda. de Ranillas, nº 5D, 1ª Planta. 50018 Zaragoza
Teléfono: 976 713386 - acpua@aragon.es

COVID 19.- Pace and mechanics of the work of drafting the Self-Assessment Report and carrying out additional tasks (such as the simultaneous preparation of the documentation associated with the SAR) have been somewhat altered by the outbreak of the pandemic. Since last March the ACPUA staff is operating -totally or partially- under the home-working system and the participation of stakeholders (internal and external) has had to be articulated through virtual platforms for cooperative work. An important meeting with all members of all ACPUA's technical committees, scheduled for May 2020, for welcoming new members (after the last committee renewals) and for discussing the SAR draft, could not take place.

SAR has been based on the following:

The "Review Report" issued by ENQA in 2016.

The EQAR report (Approval of the Application for inclusión on the Register) recived 2016

ACPUA Follow up Report

The conclusions of the follow-up visit panel, Progress visit, which ENQA conducted in 2018

Annual reports of the ACPUA 2016-2019

SWOT (see section 13)

ACPUA Strategic Plan (strategic lines, preparatory activities, stakeholders...)

Evidences from the development of the Agency's evaluation processes

Other evidences specific to the Agency's activities and included in its strategic plan and annual activities plans

Figure 1 SAR main sources

A sustained process of reflection and improvement

This report is prepared for the second evaluation of ENQA and follows a long process of reflection, analysis, consensus work under the commitment made by the ACPUA to growth and continuous improvement, and being aware of the importance of our integration within the European network of quality agencies in the European Higher Education Area (EHEA).

In fact, this reflection within the Agency began with ENQA's Progress Visit (ANNEX I) in 2018 and continued with the preparation of the ACPUA's new strategic documents, conducted through the corresponding participatory processes with stakeholders. Strategic Lines 2019-2022 and Strategic Plan (ANNEX II) with assignment of objectives in the Activities Plans 2019 and 2020.

ENQA RENEWAL - Milestones			
	Date	Milestone	Notes and link
2018	Mar.	ENQA issues the Follow-up report to ACPUA	The process of creating the Agency's new strategic plan begins https://acpua.aragon.es/sites/default/files/181119_acpua_follow_up_report.pdf (English)
	Sep.	SWOT analysis	Stage I of the new strategic plan creation process: design and performance of a SWOT analysis by the external consulting company QUALITAS S.L.
		Revision of the ACPUA IQAS	Adaptation to ISO9001:2015. New version of the Processes Map
2019	Jan.	Approval of the 2019-2022 Strategic Lines.	2019 Activity Plan (Spanish)
	May.	Workshop, presentation and debate on the "Strategic Plan" of the ACPUA	https://acpua.aragon.es/es/noticias/el-31-de-mayo-jornada-de-reflexion-estrategica-de-acpua
	Nov.	Dialog Meetings	Beginning of the program "Dialog Meetings". Meetings with centers held during the year 2019/2020 http://acpua.aragon.es/es/noticias/dialog-meetings-conversaciones-con-los-centros-una-nueva-accion-de-la-acpua
2020	Jan.	Ratification of the new Strategic Plan and approval of the activity for the elaboration of the SAR. Submit "Development of the SAR" to Board of Directors	Strategic Plan 2019-22 2020 Activity Plan (Spanish)
	Feb.	Actions to strengthen and internationalise ACPUA's technical committees	Reinforcement of technical bodies begins http://acpua.aragon.es/es/noticias/la-acpua-refuerza-el-seguimiento-de-titulos-con-un-nuevo-follow-committee
	Apr.	Formal request to ENQA	Sending the letter of request for renewal as *full member*
	Apr. – Jun.	Self-Assessment Report (SAR) - draft	First draft
	Jun. - Jul.	Stakeholders about Self-Assessment Report	Submission of draft of SAR to Governing Board and Committee of Experts. Delivery to ACPUA Committee of Experts, Evaluation, Accreditation and Certification Commission, Evaluation Subcommittees and staff for comments. Delivery to stakeholders for comments
	Jul.	Self-Assessment Report	Creation of final draft of SAR (all internal and external comments and feedback included)

Table 1 ENQA renewal milestones

3. Higher education and QA of higher education in the context of the agency.

3.1. The Aragon Higher Education System

In Aragon, the Higher Education System on which ACPUA's duty to promote quality falls, is composed of:

Two Universities

The Universidad de Zaragoza is a public university and was founded during the Renaissance, 500 years ago. It is one of the largest, oldest and most prestigious universities in Spain.

The Universidad de Zaragoza is currently offering 59 master's degrees and 45 doctoral programs. The university community is made up of 39,611 members, of whom 4,298 are members of the teaching and

research staff and 1,715 are members of the administration and services staff, distributed on the campuses of Zaragoza, Huesca, Teruel and the Almunia de Doña Godina (Zaragoza).

On the other hand, la Universidad San Jorge is a private university, created in 2005.

The Universidad San Jorge has 26 degrees, 7 master's degrees, 2 doctorates, 2,361 students, 253 teachers and researchers and more than 100 administration and services workers.

Figure 2 Universities in Aragon

University	Bachelor´ Degrees	Master programmes	Doctorates	Students	Teachers & researchers	Staff
Universidad de Zaragoza	54	59	45	33,598	4,298	1,715
Universidad San Jorge	26	7	2	2,361	253	100

Table 2 General data on the SUA for the 2019/2020 academic year

Seven centers attached to the universities of Aragon (Partners HEI)

In Spain, universities normally operate through their own centers (Faculties or Schools). However, they can also reach agreements of affiliation with other educational centers (public or private), so that these partner HEI can provide official teaching formally attached to the university.

The Universidad de Zaragoza has **5 partners HEI** in the three provinces of Aragon:

- Escuela Universitaria Politécnica de La Almunia de Doña Godina EUPLA (Zaragoza)
- Escuela Universitaria de Turismo ETUZ (Zaragoza).
- Centro Universitario de la Defensa CUD (General Military Academy, Zaragoza)
- Escuela Universitaria de Enfermería Hospital General San Jorge (Huesca)
- Escuela Universitaria de Enfermería Hospital General Obispo Polanco (Teruel)

The Universidad San Jorge has **2 partners HEI**:

- El Centro de Estudios Superiores Universitarios de Galicia (CESUGA), A Coruña, Autonomous

Community of Galicia.

- ESIC Business & Marketing School (Zaragoza)

Four centers of Higher Arts Education

In addition to the two university institutions, there are four Higher Artistic Education centers, three of them public and managed directly by the Government of Aragon and one private: the Escuela Superior de Diseño de Aragón, the Escuela de Conservación y Restauración de Bienes Culturales de Aragón, the Conservatorio Superior de Música de Aragón and the Centro Superior de Diseño Hacer Creativo (private).

The Aragon Higher Education Act also states that the headquarters of **the National Distance University (UNED) that are located in Aragon** will be related to the university system of the region through agreements or special arrangements. In the past, ACPUA has carried out studies of prospective or labour insertion in relation to these UNED centers in Aragón, but does not carry out evaluation activities with them. Its quality procedures are those of the UNED, a public university which by national law is evaluated exclusively by ANECA.

Finally, a special mention must be made of the **Campus of International Excellence of the Ebro Valley**, CAMPUS IBERUS (alliance among the Universidad de Zaragoza, the Universidad Pública de Navarra, the Universidad de La Rioja and the Universidad de Lleida). This Campus of International Excellence has a clear vocation for cross-border cooperation with HEIs in Southern France. ACPUA is associated partner on a Campus Iberus international project Erasmus+ Knowledge Alliance *"Pack Alliance-European alliance for innovation training & collaboration towards future packaging"* (Erasmus+).

New developments

The Universidad de Zaragoza has created an alliance with five other European campuses to launch the European university project UNITA. This project has been chosen by the European Union in the last call (June 2020), and plans to launch several joint degrees at the level of Bachelor, Master and Doctorate. In addition to the Universidad de Zaragoza, the French universities of Pau and Savoy-Montblanc, the Italian universities of Turin and the Gran Sasso Science Institute and the Romanian university of Timisoara are part of this alliance. The ACPUA is an associate partner of this project of European universities.

3.2. Legal framework

The **national legal framework** that defines and delimits the ACPUA's competencies has hardly changed since 2015. Although there has been no lack of proposals, initiatives and even drafts (legal drafting processes), the reality is that no major regulatory reform on the quality of higher education has been implemented since the first ENQA evaluation in 2016 to date. The four segments that make up this framework remain the following:

- The **Spanish Constitutional Law**, which enshrines the autonomy of universities (art. 27 of the Constitution) and allows the Autonomous Communities to develop their own policies on higher education (statutory power and development policies), with the State reserving only the establishment of ground rules and the regulation on awarding powers. The Constitution, which dates from 1978, does not mention the words "quality assurance in higher education", but the basic state legislation of the 21st century already assumes it: The Organic Act on Universities (LOU, 2007) raises the "guarantee of quality of Spanish universities" to an essential aim of educational policy and makes the ANECA and the agencies created by the Autonomous Communities jointly responsible for the functions of evaluation, certification and accreditation.

ACPUA – Agencia de Calidad y Prospectiva Universitaria de Aragón
Avda. de Ranillas, nº 5D, 1ª Planta. 50018 Zaragoza
Teléfono: 976 713386 - acpua@aragon.es

- The **Royal Decrees** that regulate the basic QA procedures at national level. The most important are two: R.D. 1393/2007, for programme accreditation, and R.D. 420/2015, for institutional accreditation. These regulations ensure the basic homogeneity of QA procedures and national recognition of QA procedures regardless of where a university is located. Since 2010 this legislation is increasingly restrictive with the regional agencies that have not undergone an international evaluation for registration in EQAR.
- The **regional Statutes** that developed the national LOU provisions. In Aragon, the ACPUA was created by the Aragon Higher Education Act. Specific goals and functions of Spanish agencies are defined through those regional Statutes, except for ANECA.
- **Administrative law,** and specifically the new 2015 Administrative Procedure Act, given that Spanish Agencies follow a public body model. It means that EQA procedures are somehow "wrapped up" in administrative formalities and legal safeguards.

"A highly regulated environment"

The 2016 ENQA Review Report sometimes says: "ACPUA works in a highly regulated environment", "ACPUA works within a complex regulatory framework". Here are some guidance points at the height of 2020:

1. As mentioned above, most of the legal powers in the field of higher education have been transferred from the central State to the Autonomous Communities. However, in Spain there are 17 Autonomous Communities, but only 10 meet the requirement of having an official QA agency created by Law. And of these 10 only 7 have the Agency registered in EQAR: Andalucía, Aragón, Castilla y León, Cataluña, Galicia, Madrid and País Vasco.

2. Within those 7 regions, their agencies have competence to carry out the national QA procedures regulated by the Royal Decrees (programme evaluation and institutional evaluation, basically).

3. In the rest of the 10 regions, it is ANECA, the national agency, which is only responsible (not possible for any agency registered in EQAR, not even the Spanish ones!) for carrying out the procedures regulated by the Royal Decrees. There is only one exception to date: the renewal of the accreditation of degrees (ex post evaluation), which can still be carried out in their regions by the 3 remaining regional agencies that are not yet registered in EQAR.

4. Beyond these Royal Decrees national EQA procedures, there is a great variety of evaluation activities among regional agencies, as this depends on regional higher education policies. In some regions, agencies accredit tenured professors with effects within the region; in Aragon, they do not. In many regions, agencies do not evaluate University Research Institutes; in Aragon they do.

THE CASE OF THE NEW SCIENCE ACT IN ARAGON

Here is a good example of regional statutory development, bringing new guidance to the ACPUA's work. We are referring to Act 17/2018 of 4 December on Research and Innovation in Aragon, which **is the result of a Pact for Science** signed by all the political forces and institutions of higher education and research in Aragon.

The previous Aragon Science Act of 2003 provided for the creation of a special body for the evaluation of research. This body was never created. In the meantime, the ACPUA grew and developed its functions until it achieved - as stated in the preamble of this new Statute- "European recognition". For this reason, the new Science Act has definitively abandoned the original idea of creating another regional agency just for research and decided to entrust the ACPUA with the new function of evaluating and accrediting "the agents of the Aragon Science and Technology (RDI) System". This provision is to be implemented.

For cooperation and establishment of common methodologies and mutual recognition, Spanish agencies created the Spanish Network of Higher Education QA Agencies (REACU) in 2006. Their directors meet regularly. The ACPUA has been proactive, coordinating REACU during 2014 and promoting meetings and networking, also for staff of the different agencies.

In addition, the ACPUA maintains an active policy of bilateral collaboration with other Spanish agencies, having signed collaboration agreements with many of them, mainly for the joint training of students and the exchange of expert reviewers (see compliance with ESG 3.6).

Figure 3 REACU meeting of Directors. Santiago de Compostela 2018

4. History, profile and activities of the agency

4.1. History of the ACPUA

The ACPUA is the **official agency for QA of higher education in the Autonomous Community of Aragon**.

During the initial phase of existence (2006-2012), the ACPUA didn't have many chances to implement the evaluative mission. The Agency dedicated then time to prospective studies or papers and placed great efforts in supporting HEIs in developing efficient IQAS. Besides, the ACPUA monitored study programmes through follow up processes.

In 2012 the ACPUA took action at faster speed. It was time for the accreditation of study programmes in Aragon. It was time too for launching the action plan "Towards ENQA": reorganizing the structure, adapting methodologies and protocols, integrating students in our committees and bodies, travelling abroad. Since 2012 we consolidated also the "Seminarios ACPUA de calidad universitaria", a reference forum to cultivate debate and collaboration in Spain.

We adapt the ACPUA's external quality assurance activities gradually in accordance to the European Standards and Guidelines (ESG). In 2013, the ACPUA acquires the status of affiliated member of the European Association for Quality Assurance in Higher Education (ENQA). In 2014, we even carried out

ACPUA – Agencia de Calidad y Prospectiva Universitaria de Aragón
Avda. de Ranillas, nº 5D, 1ª Planta. 50018 Zaragoza
Teléfono: 976 713386 - acpua@aragon.es

the first legal reform of the Aragon Higher Education Act, fully supported by the Aragon Parliament, in order to enshrine the Agency's accountability mechanisms, transparency and student participation.

In 2016, the ACPUA acquires the status of ENQA full membership. The consequent registration in EQAR allowed the ACPUA to assume all the competences attributed by the above-mentioned Royal Decrees (initial accreditation of programmes and institutional accreditation).

Since 2017 the ACPUA's role as the main actor in external QA in the region is intensifying even further. The ACPUA is receiving a growing and broad support at the regional level. Our presence on the national and international stage has also increased considerably, having had the honour of hosting ENQA's Forum 2018 in Zaragoza. And we try sometimes to unfold potential by proceeding off the beaten path of the Royal Decrees: interregional and international routes are then attractive for ACPUA, since the Aragon Higher Education Act encourages the Agency to provide evaluation services upon request to other universities, regions or public or private agents. The ACPUA has been carefully testing these courses of action outside Aragon. It can be seen on this map that illustrates entities for which we have carried out evaluations at some point:
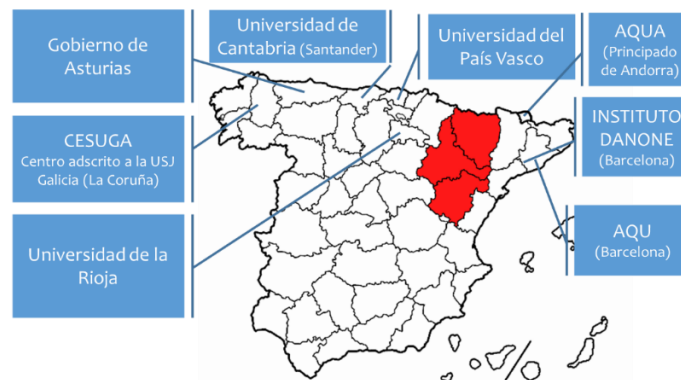
Figure 4 HEIs & Agencies to which the ACPUA has provided evaluation services out of Aragon

4.2. What we do (2016-2020)

According to law, the purpose of the Agency is double: an evaluation, certification and accreditation mission, as well as the promotion of continuous enhancement, reflection and innovation in the Aragon Higher Education System. This non-evaluating mission is an important distinctive feature of the ACPUA.

As summarized in the ENQA 2016 Review Report, the ACPUA's activities take place in three main areas:

- Quality control evaluations and reviews in the areas of degrees, centers and research.
- Strategic planning activities through the drafting of reports, advice and support for decisions on higher education at the request of the Government of Aragon, and foresight studies.
- Dissemination activities through the promotion of quality culture in higher education, organizing seminars, participating in higher education events and collaborating with other institutions.

Between the first ENQA review and the current one, these three general areas of action have been maintained, with a marked trend towards growth in activity.

In the field of foresight and the production of studies, the most significant novelty has probably been

the implementation of the **project to follow up on graduates** of the University System of Aragon. This is a study on the labour market insertion of students who have finished their studies from 2013, based on surveys and with the participation of all the universities and also the Government of Aragon (see compliance with ESG 3.4).

Finally, during these years we have also intensified our original mission to "promote and disseminate a culture of quality in the university and higher education of Aragon". **ACPUA Seminars**, a well-known activity of the ACPUA in Spain, have continued to provide effective opportunities to explain and exchange ideas about quality in higher education with stakeholders. The ACPUA's policy on outreach and communication has always been to create open spaces for discussion in a non-evaluating environment. The celebration of the **ENQA Members Forum 2018** and the **International Meeting in the Pyrenees: Agenda 2030** are the best examples.

Together with the mentioned activities, the ACPUA has launched three Transversal Improvement Programmes **ACPUA+** for internationalisation and openness to stakeholders (ANNEX III):

ACPUA+ESTUDIANTES /ACPUA+SOCIEDAD / ACPUA+INTERNACIONAL

4.3. Structure and organisation

Aragon Higher Education Act 2005 and ACPUA Bylaws 2006 clearly distinguished between three types of bodies in the Agency: the governing bodies (Board of Directors and Director), the advisory body (Committee of Experts) and the technical body (Commission of Evaluation, Certification and Accreditation, CECA). Lawmaker also provides for the setting up of new technical bodies and committees: "The Governing Board may extend the number of technical committees when deemed necessary for the better functioning of the agency". This was therefore the founding structure of the Agency:
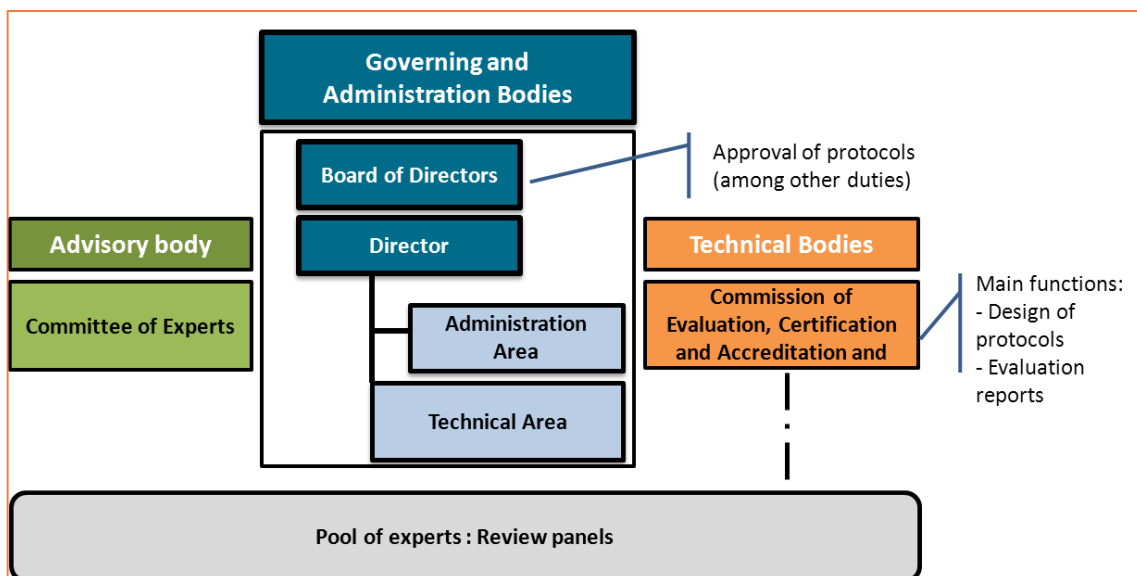

Figure 5 ACPUA Structure 2015

When the Agency developed its "Towards ENQA" programme from 2012 onwards (a systematic review, carried out by external experts, of the structure and functioning of the Agency to judge its suitability according to European standards), it became clear that some aspects of this structure needed to be changed, mainly with regard to the composition and functions of certain bodies. The resulting action plan was implemented in 2015:

- Creation of the Appeals Committee.
- Creation of several evaluation committees, independent and specialized by areas of activity (programs, centers and institutions, research).
- Incorporation of students into the Board of Directors and all the Agency's technical, evaluation and panel committees.
- Prohibition of evaluation methodologies and protocols from being approved by the Board of Directors. On the other hand, the Act (new art. 85 bis) specifies the strategic nature of its tasks: approval of the Strategic Plan (ANNEX II), activities plan, annual report, etc.
- The Commission of Evaluation, Certification and Accreditation (CECA) is now the technical body that approves evaluation methodologies and protocols. On the other hand, it no longer exercises technical evaluation functions: the issue of reports and approval of results is entirely the responsibility of the specialised evaluation committees.

The resulting structure is basically maintained today. But not without changes. We have had in mind the main recommendation of the 2016 ENQA Review Report to increase the participation of stakeholders, especially external ones, in ACPUA's structure and activities. This was, in fact, one of the main points of discussion during the 2018 ENQA Progress Visit (ANNEX I).

The structural innovations introduced in this last period 2016-2020 are:

- In response to the Agency's new functional needs, the specialisation and technical competence of the evaluation committees has been reinforced with the creation in 2017 of **Evaluation Committees by Field of Knowledge** (CERs), 5 for each of the 5 major fields of knowledge, in the activity of ex ante evaluation or initial accreditation. The programme follows up is to be reinforced and is the object of strategic attention, for which reason it has been decided to create (2019) a specific **Follow up Committee** with an interdisciplinary composition. By operational needs (a massive PhD programmes accreditation campaign will start in 2021), a PhD Committee with similar composition is currently being set up.
- The **participation of stakeholders and international experts has been ensured in all bodies of the Agency.**

The current structure of the Agency is then as follows:
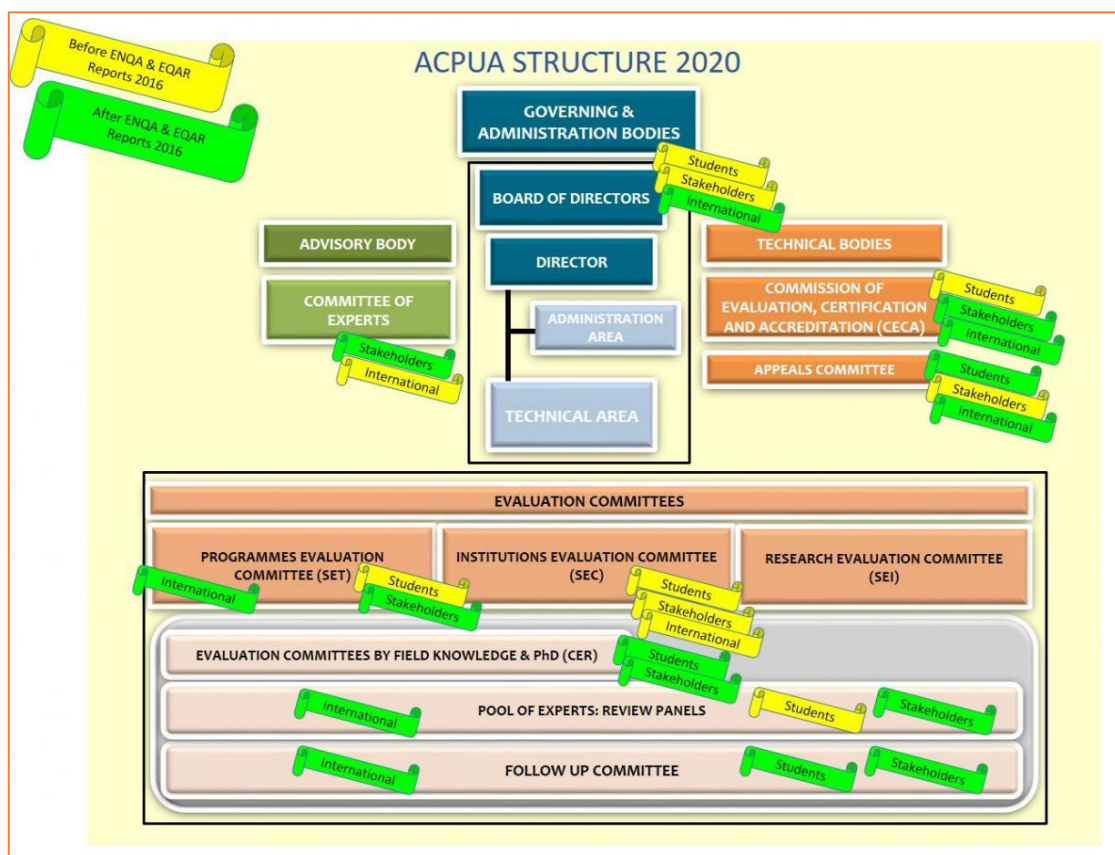
Figure 6 ACPUA Structure 2020

4.4. Bodies of the ACPUA[1]

Governing and administration bodies

Board of Directors

The Board of Directors is the highest body of the Agency. Its main function is dictating the general strategy of the Agency: approval of the programming and annual report on the activities, approval of the budget; approval of memoranda of understanding, establishment of new technical committees, etc.

Director

The Director is the chief executive of the Agency in accordance with the strategic guidelines of the Board of Directors, to which he reports regularly on the development of these activities. As CEO is the

---

[1] Compositions and functions of the bodies can be found in Annex IV. The current members are detailed on the ACPUA website.

head of the staff.

The Director is appointed by the Government of Aragon, at the proposal of the Minister of the Department of Science, Higher Education and Knowledge Society of the Government of Aragon and after hearing the Board of Directors. He is hired for four years, extendable for another four. Type of contract: "special senior management employment relationship".

Technical and administrative areas

ACPUA is an 8 team people, divided in two areas: administration and support to Direction area and technical area ([ACPUA website](#)).

In 2018, for the first time, [List of Jobs](#) of the ACPUA was published in the Official Gazette of Aragon.

Besides, the ACPUA typically receives two or three interns (students from the Universidad de Zaragoza) every year.

Advisory Body

Committee of Experts

The ACPUA's advisory body is composed of national and international experts and is in charge of providing advice and recommendations, supervising the enhancement of the ACPUA's methodologies and activities.

Technical Bodies

Commission of Evaluation, Certification and Accreditation (CECA)

The Commission of Evaluation, Certification and Accreditation (CECA) is the technical body that prepares and approves the Agency's evaluation methodologies, protocols and procedures. It does not evaluate or issue evaluation reports. It is made up of academic experts, students, professionals, international experts and external stakeholders.

Appeals Committee

Technical body of the Agency which is responsible for supervising the proper conduct of the Agency's evaluation, certification and accreditation procedures and for reporting on appeals against decisions of the Director. This committee is made up of academics in higher education institutions, international professionals and students, at least half of whom have a legal background.

Evaluation Committees

These Committees exercise the technical evaluation functions in the different evaluation processes. Only they can issue the final reports with the results of the evaluation. In the performance of their duties, the members of these committees act in complete independence and freely approve the outcome of their actions, and are ultimately responsible for them.

Programmes Evaluation Committee (SET)

The Programmes Evaluation Committee (SET) is involved in the review of study programmes including programmes in the arts. This committee includes academic, professional, student and international experts, all from outside the University System of Aragon.

Institutions Evaluation Committee (SEC)

The Institutions Evaluation Committee (SEC) acts mainly in the processes of certification of the internal quality assurance systems of faculties and university schools and in institutional accreditation. This committee includes academic, professional, student and international experts, all from outside the University System of Aragon.

Research Evaluation Committee (SEI)

The Research Evaluation Committee acts in all evaluation processes related to the research activity of individuals or institutions. In this committee there must be experts from each field of knowledge and all of them must develop their main research activity outside the University System of Aragon.

Evaluation Committees by Field of Knowledge & PhD (CER)

These are technical committees specialized in the initial accreditation. Their participation in this process is required by law (R.D. 1393/2007) and their reports are then submitted to the SET, which is responsible for the final reports. There are 5 committees, one for each of the major fields of knowledge (Arts and Humanities; Engineering and Architecture; Basic Sciences; Health Sciences; Social and Legal Sciences).

A Doctoral Committee (PhD Committee) is scheduled at the beginning of next year (2021: first renewal accreditation of all PhD programmes in Aragon). This evaluation committee would not only know about the initial accreditation process but also the accreditation of doctoral programs. It will include PhD students and international experts.

Follow up Committee

This Committee is the body responsible for the evaluation of all monitoring processes both in programme evaluation and in the evaluation of teaching and research centers and institutions. The reports it generates are submitted to the Programmes Evaluation Committee (SET).

Pool of Experts: review panels

Review panels are created ad-hoc for each evaluation process and are always made up of experts in quality assurance external to the Aragon Higher Education System. ACPUA carries out a selection of experts in accordance to the published Reviewers Selection Procedure (ANNEX IX).
The panels participate in the corresponding evaluation process, perform the first evaluation and submit its assessment to the corresponding evaluation committee (which generates the evaluation report).

4.5. Financial Arrangements

ACPUA has its own assets and also has its own unique, public and balanced budget. This budget is approved annually by the regional Parliament through the Budget Law of the Autonomous Community of Aragon. It also obtains resources by providing evaluation services outside Aragon and participating in projects.
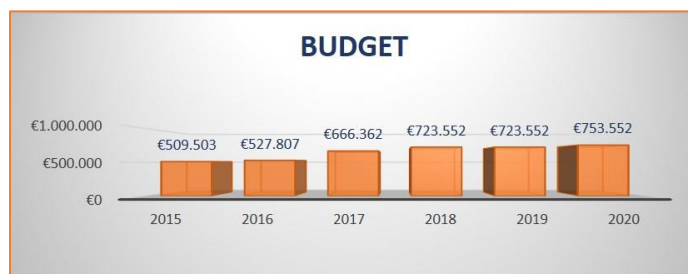
Table 3 ACPUA Budget evolution

5. Higher education quality assurance activities of the agency

The ACPUA's quality assurance activities relate to programmes, institutions, individuals and research. Those listed in the ToR 2020 are entirely under the scope of the ESG.

Approval of the Application (3/12/2016) EQAR	Substantive Change Report (17/01/2020) EQAR	TOR (2020) ENQA	DEQAR
Programme accreditation			
Study programme initial accreditation		Study programme initial accreditation	Study programme initial accreditation Ex-ante evaluation of master programmes in the arts Joint programmes review Study programme modification
Study programme accreditation		Study programme accreditation	Study programme accreditation
Study programme follow-up		Study programme follow-up	Study programme follow-up
Institutional accreditation			
Training schools accreditation		Training schools evaluation	Training schools evaluation
Higher education institutions initial accreditation		Higher education institutions initial accreditation.	Higher education institutions initial accreditation.
Teaching activity evaluation system audit (DOCENTIA Programme)		Teaching activity evaluation system audit (DOCENTIA Programme)	Teaching activity evaluation system audit (DOCENTIA Programme)
Teaching staff evaluation system audit		Teaching staff evaluation system audit	Teaching staff evaluation system audit
Partner HEI evaluation		Partner HEI evaluation	Partner HEI evaluation
	PACE SGIC (IQAS Certification)	PACE SGIC (IQAS Certification)	PACE SGIC (IQAS Certification)
	Institutional accreditation	Institutional accreditation	Institutional accreditation
		Certification ODS/Agenda 2030 (ALCAEUS Programme)	NEW!!
		Follow-up accreditation	NEW!!

Table 4 ACPUA QA Activities

5.1. Study programmes (programmes evaluation)

The programmes evaluation cycle that the ACPUA carries out is the following:

- Study programme initial accreditation: ex-ante evaluation of new programme designs and subsequent modifications if any. The ACPUA has been carrying out this process since 2017.
  - Study programme initial accreditation: initial accreditation of degree, master and PhD programmes.
  - Ex-ante evaluation of master programmes in the arts: initial accreditation of master programmes in arts.
  - Joint programmes review: initial accreditation of joint programmes.
  - Study programme modification: ex-ante evaluation of the modifications of already accredited programmes (degrees, master and PhD).
- Study programme accreditation: ex-post evaluation (every 6 years for Bachelor's programmes / 4 years for Master's programmes) which includes a site visit to the center by an external panel (since 2020, the presence of one professional practitioner and one international expert is a general rule).
- Study programme follow-up: monitoring the adequate implementation of the study plans, verifying that the design of the programme evaluated favourably in the initial accreditation are being respected.

In relation to programmes evaluation, the ACPUA carries out the following activities under the scope of this external evaluation, and outside the University System of Aragon:

International:

- Evaluation for the University System of the Principality of Andorra. Evaluation of study programmes after signing an agreement (international memorandum) with the Agència de Qualitat de l'Ensenyament Superior d'Andorra (AQUA) (2018, 2019, 2020).

National:

- Ex ante evaluation of the "Master's Degree in Evaluation and Quality Management in Higher Education" for the Quality Agency AQU Catalunya (2017).

ACPUA – Agencia de Calidad y Prospectiva Universitaria de Aragón
Avda. de Ranillas, nº 5D, 1ª Planta. 50018 Zaragoza
Teléfono: 976 713386 - acpua@aragon.es

UNIVERSIDAD			TOTAL		2017		2018		2019		2020	
			+	-	+	-	+	-	+	-	+	-
UNIVERSIDAD DE ZARAGOZA	GRADO	Verificación	1	1	1	0	0	0	0	1	0	0
		Modificación	27	1	3	0	6	1	15	0	3	0
		Seguimiento	2	0	1	0	0	0	1	0	0	0
		Acreditación	1	0	0	0	1	0	0	0	0	0
		Nº TOTAL GRADOS	31	2	5	0	7	1	16	1	3	0
	MASTER	Verificación	10	4	1	0	0	3	4	0	5	1
		Modificación	9	0	0	0	5	0	0	0	4	0
		Seguimiento	3	0	3	0	0	0	0	0	0	0
		Acreditación	34	0	15	0	15	0	4	0	0	0
		Acreditación 2º acreditación	26	0	0	0	22	0	3	0	1	0
		Nº TOTAL MÁSTERES	82	4	19	0	42	3	11	0	10	1
	DOCTORADO	Verificación	1	0	0	0	0	0	1	0	0	0
		Modificación	19	0	0	0	3	0	15	0	1	0
		Seguimiento	52	0	0	0	12	0	0	0	40	0
		Acreditación	0	0	0	0	0	0	0	0	0	0
		Nº TOTAL DE DOCTORADOS	72	0	0	0	15	0	16	0	41	0
		TOTALES	185	6	24	0	64	4	43	1	54	1

Table 5 Number of programmes assessed in the Universidad de Zaragoza

UNIVERSIDAD			TOTAL		2017		2018		2019		2020	
			+	-	+	-	+	-	+	-	+	-
UNIVERSIDAD SAN JORGE	GRADO	Verificación	2	4	0	0	1	2	0	2	1	0
		Modificación	11	4	1	0	1	0	6	3	3	1
		Seguimiento	0	0	0	0	0	0	0	0	0	0
		Acreditación	0	0	0	0	0	0	0	0	0	0
		Nº TOTAL GRADOS	13	8	1	0	2	2	6	5	4	1
	MASTER	Verificación	2	3	0	0	0	0	0	3	2	0
		Modificación	3	2	0	0	3	2	0	0	0	0
		Seguimiento	1	0	0	0	0	0	1	0	0	0
		Acreditación	4	0	3	0	0	0	1	0	0	0
		Acreditación 2º acreditación	2	0	0	0	0	0	2	0	0	0
		Nº TOTAL MÁSTERES	12	5	3	0	3	2	4	3	2	0
	DOCTORADO	Verificación	0	1	0	0	0	1	0	0	0	0
		Modificación	0	0	0	0	0	0	0	0	0	0
		Seguimiento	1	0	0	0	1	0	0	0	0	0
		Acreditación	0	0	0	0	0	0	0	0	0	0
		Nº TOTAL DE DOCTORADOS	1	1	0	0	1	1	0	0	0	0
		TOTALES	26	14	4	0	6	5	10	8	6	1

Table 6 Number of programmes assessed in the Universidad San Jorge

5.2. Institutional evaluation

The ACPUA has various programmes for the assessment of centers and institutions, of different nature, scope and consequences.

- Programmes subject to national regulations:
  - Programme PACE-SGIC (IQAS certification): this programme certifies the implementation of the internal quality assurance system in a university center. PACE-

SGIC is a voluntary programme.

- o Institutional accreditation: This (initial) Institutional Accreditation implies the automatical accreditation of all programmes of the center. The institutions apply for the evaluation to the ACPUA. Applicant centers must have the certification of their Internal Quality Assurance System and must have renewed the accreditation of half of their programmes of degree and master.
- o Follow up (of institutional) accreditation: the Commission of Evaluation, Certification and Accreditation (CECA) of the ACPUA is currently designing the programme that it will be approved at the end of this year.
- o Higher education institutions initial accreditation: creation, recognition, authorisation and accreditation of new universities or centers.

- Programmes subject to regional regulations:

- o Partner HEI evaluation: evaluation on the viability of centers attached to the universities of Aragon requested by the Government of Aragon.
- o Teaching staff evaluation system audit: certification procedure of the annual self-evaluation made by the Universidad de Zaragoza of the merits of dedication and teaching of its teaching staff. In this process, the ACPUA establishes the criteria to be followed by the university in order to determine the merits.
- o Training schools accreditation: evaluation process focused on assessing the quality of infant and primary education, secondary education and vocational training centers that receive students of Education Degrees and Masters.

- Programme in cooperation with ANECA and other Spanish Agencies:

- o DOCENTIA programme: developed by ANECA and regional agencies with the aim of helping universities to implement processes for the evaluation of their teaching staff. The objective of the programme is to provide a model for the evaluation of teaching staff to universities so that each one of them, within its own specificities, defines its own programme for the evaluation of its teaching staff.

- ACPUA programmes:

- o ALCAEUS programme: international evaluation protocol that measures the degree of commitment to the Sustainable Development Goals. The pilot programme is going to be implemented at the end of this year. On June 23rd a webinar was held to reviewers.

University	Center	ACPUA PACE-SGIC Certification	Institutional Accreditation
Universidad de Zaragoza	Escuela de Ingeniería y Arquitectura (EINA)	Del 21/09/2018 al 02/12/2021	28/11/2018
Universidad de Zaragoza	Escuela Politécnica Superior (EPSH)	Del 21/09/2018 al 02/12/2021	28/02/2019
Universidad San Jorge	Facultad de Ciencias de la Salud	Del 23/10/2019 al 23/10/2024	18/05/2020
Universidad San Jorge	Facultad de Comunicación y Ciencias Sociales	Del 23/10/2019 al 23/10/2024	10/03/2020
Universidad San Jorge	Escuela de Arquitectura y Tecnología	Del 23/10/2019 al 23/10/2024	18/05/2020
Universidad de Zaragoza	Facultad de Filosofía y Letras	In process	

Table 7 Centers assessed in ACPUA PACE-SGIC programme and Institutional Accreditation

5.3. Research activities

In relation to the assessment of the research, the ACPUA carries out the following activities which complies with ESG 2.2 to 2.7. These activities have been excluded from this second ENQA review, following the recommendation of EQAR in its [Approval of the Application by ACPUA](#):

- [Staff: Junior academic research activity evaluation](#): evaluation activity of the university teaching staff by which the ACPUA accredits the six-year periods or sections of research submitted for evaluation by the teaching staff hired by the Universidad de Zaragoza following the criteria applied at national level. In recent years this assessment has been extended to the staff of various centers attached to the Universidad de Zaragoza and research centers based in Aragon.
- [University Research Institutes](#): assessment of the University Research Institutes which includes a pre-evaluation (ex-ante) and an evaluation every five years.

In relation to research assessment, the ACPUA carries out the following activities outside the scope of this external evaluation, and outside the University System of Aragon, although they are carried out by applying the ESG. These activities generate revenue for the Agency.

- Universidad del País Vasco. Evaluation of the research activity (six years) academic staff (2015, 2016).
- Government of Asturias. Evaluation of pre-doctoral scholarships for this regional government (2017).
- Universidad de La Rioja. Evaluation of the research activity (six years) academic staff (2018, 2019).
- Universidad de Cantabria. Certification of the merits of academic staff (2018).
- Danone Institute. Evaluation of the Dr. Carles Martí Henneberg Award (2019).

6. Processes and their methodologies

The implementation of the ACPUA's evaluation programmes are governed by the following scheme:

I.   **Evaluation protocol design.** The Commission of Evaluation, Certification and Accreditation (CECA) of the ACPUA is the body with final responsibility for the design of evaluation protocols and programmes and their subsequent approval. The stakeholders and the institutions involved are consulted beforehand to ensure that the tools meet the objectives of the entity requesting the evaluation. Finally, the approved documents are presented and published on the website.

II. **Self-assessment.** The self-assessment report is the document from which the evaluations start, and in which the evidence of the IQAS produced by the institution is shown.

III. **Review panel.** External experts from outside of Aragon, from the Pool of Experts, carry out the first evaluation. In case of not having experts with the necessary profile, experts from other agencies are selected through the established agreements or to experts of recognized prestige. The final selection is made by the Commission of Evaluation, Certification and Accreditation (CECA) and communicated to the institutions, and a period of time is allowed for objections to be made. Finally, the Director of the ACPUA appoints the panel members. The panel composition is published on the ACPUA website, and training to reviewers is provided. The review panel encharged the site visit, evaluates, and issues its own report.

IV. **Evaluation Committees (Programmes & Institutions).** These committees are made up of the Agency's most prestigious and experienced experts, and are responsible for issuing

ACPUA – Agencia de Calidad y Prospectiva Universitaria de Aragón
Avda. de Ranillas, nº 5D, 1ª Planta. 50018 Zaragoza
Teléfono: 976 713386 - acpua@aragon.es

proposals for evaluation reports based on the technical reports. Once the period for claims has ended and the proposals have been assessed, the final reports, which include the final outcomes, are issued and published on the website (except for those subject to data protection regulations).

V. **Meta-evaluation.** The evaluation processes end with a survey of evaluated (programmes and centers managers) and reviewers. Improvements resulting from meta-evaluation should be communicated to all participants in the review.

VI. **Follow-up**. The follow-up evaluation is carried out by the Follow-up Committee.
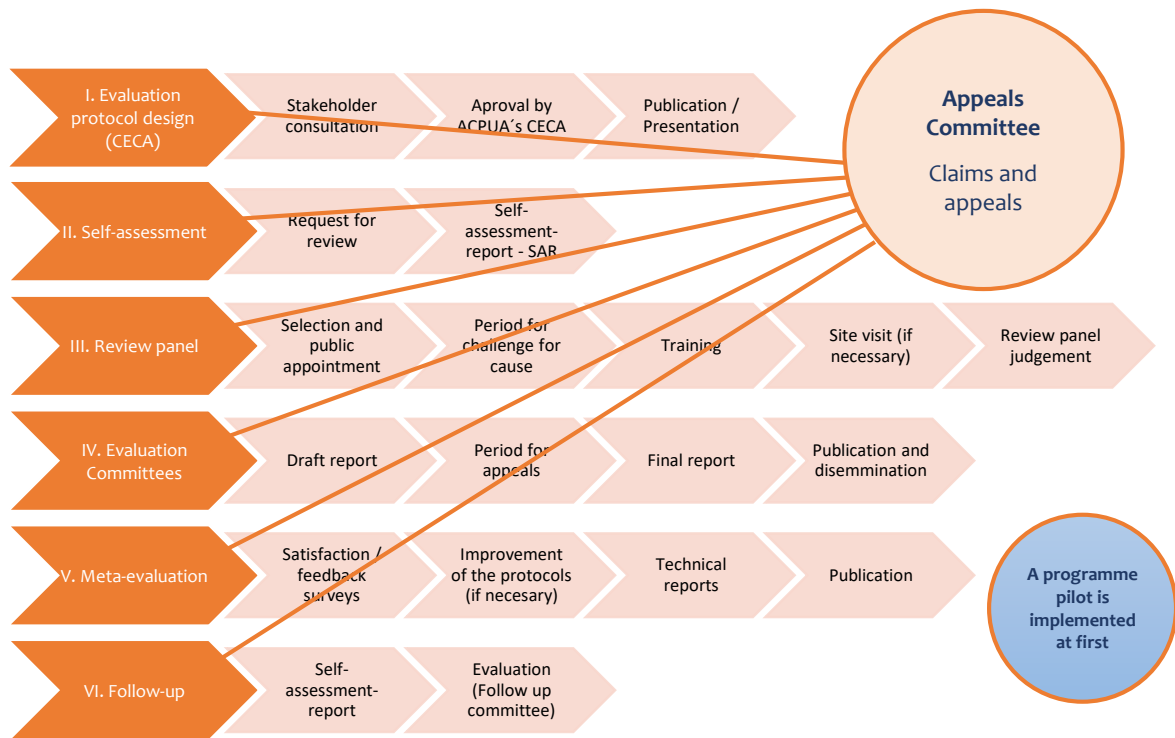
Figure 7 Implementation ACPUA programmes

The only exception to this methodology are some programmes subject to a special national or regional regulations that not include meta-evaluation or follow-up. These programmes are:

- Higher education institutions initial accreditation
- Partner HEI evaluation
- Teaching activity evaluation system audit

7. Agency´s internal quality assurance

The internal quality assurance system was certified under the ISO 9001:2008 standard, and the certification was renewed in 2014. The adaptation to the new UNE-EN-ISO 9001:2015 standard meant not only the design and preparation of the new Strategic Plan (ANNEX II) for 2019-2022, but also the revision of the The Agency's Processes Map (Annex V) and all the system documents. It has therefore been an intense work of integral action on our internal quality procedures: the map of processes is reconfigured having in sight the new lines of the Strategic Plan (ANNEX II). At this time, the Agency is

in the process of being certified under the aforementioned new standard.

The ACPUA Internal Quality Assurance Committee consists of the Director of the Agency, the person responsible for the quality management system and the area managers. Its main function is to ensure the improvement of internal procedures by reviewing the effectiveness and adequacy of the internal quality assurance system.

The Agency's Quality Policy is reflected and published in its Mission, Vision and Values and is reviewed annually as part of the management review of the IQAS. In addition, the Agency has a Service Charter whose compliance is measured annually, and the results are published on the Government of Aragon's website.

The internal quality assurance system includes a staff training plan for all Agency staff. In order to comply with the commitment to "a high-quality work on behalf of the Agency's staff and its collaborators, associated to professionalism and honesty", the Agency has implemented an annual training plan that allows the updating of the staff and the adaptation to the new conditions as it has been the case of the training in teleworking necessary in this period COVID-19 that has been carried out by all the staff.

The ACPUA requires all its members and collaborators to perform their duties according to the highest ethical standards, as well as the highest levels of professionalism and integrity. The Agency's Code of Ethics has been signed by both the staff and all collaborators, reviewers and members of the Agency's bodies (including Board of Directors) and committees, in order to safeguard the integrity and absence of conflict of interest in the development of activities. This document is published on the website.

The performance of the ACPUA employees who participate in evaluation processes is evaluated in compliance with section 8.4 of the ISO 9001:2015 standard, which refers to the "control of processes, products and services supplied externally". This evaluation shall be carried out by the technical secretary of the panel, commission, sub-commission or committee and, if applicable, by the ACPUA Commission of Evaluation, Certification and Accreditation (CECA), analyzing the following aspects derived from the provision of services: ability to collaborate in a multidisciplinary team, compliance with deadlines, technical competence and quality level of the deliverables.

Stakeholder opinion is an essential element in the continuous improvement of the agency's processes and activities, and their contributions are reinforced by the assessment questionnaires and satisfaction surveys provided as part of the meta-evaluation process.

The working environment and working conditions are also subject to continuous review following the guidelines set by the Luxembourg Declaration and the Global Compact for corporate sustainability, so that, as an example, all health safety measures marked by the competent authorities on account of COVID-19 have now been taken.

8. Agency´s international activities

Strategic Line 7 "Internationalisation of the agency and opening up to other spaces and centers" reflects the ACPUA's international commitment to connecting Aragon with the European Higher Education Area (EHEA). As an example of commitment to internationalisation, even the new Agency logo has been designed in accordance with international guidelines on registration and corporate image, with the use of our initials in the ENQA and EQAR registers.

ENQA

The ACPUA is a full member of ENQA and actively participates in its activities. The ACPUA's staff has participated in ENQA workshops and seminars. The ACPUA's technical coordinator has been part of an ENQA Agency review panel. The ACPUA hosted the 2018 ENQA Members' Forum and has a proactive attitude in all ENQA activities. Since October 2019, the ACPUA's Director is a member of ENQA's Board.

EQAR

The ACPUA is registered with EQAR and actively participates in the DEQAR Project: ACPUA 144 reports. It organized a presentation event of the DEQAR project results in Zaragoza in 2019 which was supported by EQAR: Presentation event.

INQAAHE

The ACPUA is a member of INQAAHE and has received, together with the Andorran agency AQUA, a capacity building project, aimed especially at stakeholders, with promising results: *Making connections between the institutional Evaluation and the Sustainable Development Goals. Empowering stakeholders for quality enhancement (Q&S&HE)* – 2018. Programme ALCAEUS Canfranc.

ECA

The ACPUA is a member of ECA, being part of Working Group 2 ("Innovation in QA and accreditation"). The ACPUA staff has participated in ECA training activities.

Participation in international projects

The ACPUA is also currently participating, usually as an associate partner, in the following international projects:

- UNITA Universitas Montium Alliance. Universities of Zaragoza, Turín, Pau, Saboya Montblanc, Timisoara and Beira Interior - 2020.
- Packaging project with Campu Iberus (Erasmus+).
- Transversalis project (connecting Spanish and French universities on both sides of the Pyrennes).

More information on the ACPUA's international activity and relations and actions with other foreign agencies at ACPUA+INTERNACIONAL (ANNEX III).

9. Compliance with European Standards and Guidelines (Part 3)

ESG 3.1 Activities, policy and processes for quality assurance

STANDARD: Agencies should undertake external quality assurance activities as defined in Part 2 of the ESG on a regular basis. They should have clear and explicit goals and objectives that are part of their publicly available mission statement. These should translate into the daily work of the agency. Agencies should ensure the involvement of stakeholders in their governance and work.

> **THE 2016 ENQA REVIEW REPORT**
>
> *Recommendations: The panel recommends to further increase the stakeholder participation in its work, mainly through involving representatives of the labour market and society in evaluation panels and committees, wherever deemed relevant.*

Compliance with standards 2.1 – 2.7

As showed in section *What we do* the ACPUA performs a wide variety of external quality assurance activities on a stable, regular and periodic basis.

Since the first evaluation, these activities have increased significantly in number and variety. Most of them are framed within the competences legally assumed by ACPUA (at national and regional level), and others are carried out in an additional manner in an attempt to cover all of the stakeholders of the university system.

For this review, we have identified the activities that are within the scope of this review. Section 10 details how each of the assessment processes takes into account the standards in Part 2.

Furthermore, in the relevant documentation (criteria, procedures, templates, etc.) of all these processes, as well as in the text of the corresponding reports, in recent years we have deliberately sought to increase the explicit references to the ESG in Part 2. It also allows us to adopt better well substantiated decisions and to show that requests for documentation or certain evidences do not simply respond to internal procedural routines. Finally, the habit of using arguments or citing explicitly the ESG of P. 2 to bring cohesion to narrative practices, inspires the daily work of the team of the ACPUA. **Accordingly, novelties and improvements that we have introduced in the different processes, have been associated with each of the ESG Part 2 (2.1-2.7).** We show this in ANNEX VI and also for each programme on our website.

Involvement of stakeholders

How to increase the participation of stakeholders in our work, especially external stakeholders (representatives of the labour market and society), has been a concern of this agency following the recommendation of the ENQA Report Panel in 2016. This aspect was pointed out as a weakness in the SWOT of the ACPUA and it has been at the origin of the launch of the ACPUA+SOCIEDAD programme, conceived from the understanding that in order to achieve the involvement and participation of external stakeholders, it is first necessary to get them to know the Agency better and take an interest in our activities, finding them useful and beneficial for the economy and society. It was also one of the main issues discussed during the Progress Visit (ANNEX I): employers, Members of Parliament, professionals, businessmen, unions, met with the members of the Panel. The new Strategic Plan (ANNEX II) gives great importance to this issue. The three transversal improvement programmes of ACPUA (+ESTUDIANTES, +INTERNACIONAL and +SOCIEDAD) are pulling in the same direction. We are therefore working on it.

One of the most advanced actions is the full incorporation of stakeholders and also international

ACPUA – Agencia de Calidad y Prospectiva Universitaria de Aragón
Avda. de Ranillas, nº 5D, 1ª Planta. 50018 Zaragoza
Teléfono: 976 713386 - acpua@aragon.es

experts into the ACPUA bodies, committees and panels. With respect to the Agency's activities subject to the ESG, we can already say that there is a presence of students and external stakeholders (industry, labour market society) in all the bodies involved in these processes: in the Board of Directors, which approves the activities; in the Commission of Evaluation, Certification and Accreditation (CECA), which approves the criteria, protocols and procedures; and in all the technical committees which prepare or issue the evaluation reports.

Table 8 International stakeholders evolution in ACPUA bodies

Also, in all review panels for renewal accreditation activities in the 2020 season participate international experts. At the end of the year we will evaluate the effectiveness of this radical measure of internationalisation at the level of review panels.

With these measures we are getting the stakeholders more and more involved in the technical work and in the day-to-day life of the Agency. In general, we believe that this involvement is particularly important in a small agency like ours: the technical team is very small, so we appreciate the collaboration and close contact with committee members, evaluators and stakeholders. The fact that stakeholders and reviewers are from outside Aragon does not facilitate the necessary operational closeness. In the SWOT, this issue appears as a threat (threats 7, 8 and 9). We are working to improve this aspect, being even more careful in the selection of our reviewers, strengthening the training sessions and improving the contact with the reviewers through collaborative work platforms.

Evidences:

Aragon Higher Education Act (Law 5/2005, of 14 June, on Universities)
Decree 239/2006, of 5 December, of the Aragon Government (Approval of ACPUA´s Bylaws)
Mission, Vision and Values
Strategic Plan 2019-2022
Organisation
Follow-up report 2018
ACPUA+ESTUDIANTES
ACPUA+SOCIEDAD
Seminars, Dialog Meetings, activities, etc.
Code of Ethics
Reviewer selection procedure
Appearance in Parliament (link to news)
Activities Plan 2020

ESG 3.2 Official status

STANDARD: Agencies should have an established legal basis and should be formally recognised as quality assurance agencies by competent public authorities.

Status legal

ACPUA remains the official university assessment agency of Aragon and is recognised as such by the competent authorities.

ACPUA's legal recognition at the national level is determined by the Organic Law 6/2001 on Universities (LOU). In its article 31.3, it establishes the following:

> "3. The functions of evaluation, and those leading to certification and accreditation referred to in the previous section, correspond to the National Agency for Quality Assessment and Accreditation and **to the evaluation bodies determined by the Act of the Autonomous Communities,** within the scope of their respective powers, without prejudice to those developed by other State or Autonomous Community evaluation agencies.
>
> To this end, the National Agency for Quality Evaluation and Accreditation and the evaluation bodies created by the law of the Autonomous Communities, in accordance with international quality standards, will establish **mechanisms for cooperation and mutual recognition.** The General Conference on University Policy will inform and propose its regulation to the Government, in order to guarantee the fulfilment of the objectives indicated in the previous sections".

In development of this precept, the Autonomous Community of Aragon approved the Act 5/2005, of June 14, on the Regulation of the University System of Aragon, which includes a Title VI. "La Agencia de Calidad y Prospectiva de Aragón" which creates the ACPUA as the **agency responsible for external quality assurance for the University System of Aragon.**

In the field of research activity, [Act 17/2018, of 4th December,](#) on Research and Innovation in Aragon, also recognizes the ACPUA as a reference agency for the evaluation of RDI agents in Aragon.

The ACPUA carries out its activities in the form of a public law entity attached to the Department of the Government of Aragon responsible for higher education. Its Statutes were approved in 2006 by Decree 239/2006.

The ACPUA has its own legal personality, its own assets, and full capacity to act in pursuit of its objectives. Its actions and proceedings are subject to public law. It may enter into legally binding agreements with governments, institutions, agencies and entities in other regions or countries. It may also voluntarily provide services, by contract, in the field of the private sector.

The ACPUA complies with its legal obligations, such as the annual preparation of an Activity Plan, an activity report and a preliminary draft budget, as well as the preparation, every 4 years, of a Strategic Plan (ANNEX II). The ACPUA is externally audited by the Auditor General and the Accounts Chamber of the Government of Aragon on an annual basis.

Recognition of ACPUA evaluations outside Aragon

The results of the evaluations conducted by the ACPUA as the competent body in Aragon within national certification and accreditation processes are fully recognised throughout Spain.

Aragon Higher Education Act encourages the ACPUA to operate outside the University System of Aragon (art. 84), increasing exchanges with other agencies and the conclusion of agreements. The Agency is today a visible actor in the national scene of quality assurance. The reviews it has carried out

ACPUA – Agencia de Calidad y Prospectiva Universitaria de Aragón
Avda. de Ranillas, nº 5D, 1ª Planta. 50018 Zaragoza
Teléfono: 976 713386 - acpua@aragon.es

outside the University System of Aragon have been recognised by the corresponding public authorities.

International reviews of Andorran study programs [have been recognized by the official Andorra Agency AQUA](#).

Evidences:

National University Act (Organic Act 6/2001, of 21 December, on Universities)
Aragon Higher Education Act (Act 5/2005, of 14 June, on Universities)
Decree 239/2006, of 5 December, of the Aragon Government (Approval of ACPUA´s by laws)
Ley 17/2018, de 4 de diciembre, de Investigación e Innovación de Aragón
Ley 5/2005, de 14 de junio, de Ordenación del Sistema Universitario de Aragón
Ley Orgánica 6/2001, de 21 de diciembre, de Universiades
Royal Decree 420/2015, of 29 May
Institutional Accreditation
Royal Decree 1393/2007, of 29 October

ESG 3.3 Independence

STANDARD: Agencies should be independent and act autonomously. They should have full responsibility for their operations and the outcomes of those operations without third party influence.

Organisational independence

Legal framework and the ACPUA's structure guarantee their independent legal status and that their activities are carried out with complete independence. The ACPUA's independence is guaranteed by law (art. 83, Aragon Higher Education Act):

- The Agency shall carry out its functions with organic and functional independence.
- In carrying out its functions, the Agency must guarantee the objectivity and publicity of the methods and procedures it uses, as well as the impartiality of its governing and administrative bodies.

Violation of these principles entails serious liability as the Agency is a public body. Furthermore, in 2014, at the proposal of the ACPUA and expressly inspired by European standards, this legal framework of the Agency was developed with specific measures:

- Code of Ethics for the Agency's collaborators and staff.

- The Evaluation Commissions will act with full independence and the results of their actions cannot be modified by any other body of the Agency.

- The Agency will regularly implement internal meta-evaluation processes, leading to adopting actions for improvement. This meta-evaluation will include consultations to the different stakeholders involved according to the nature of the process.

  Aragon Higher Education Act, art 85 bis "Accountability and transparency in the activity"

These provisions have been complemented by other measures of good governance that the ACPUA has introduced after analysis and reflection. Let's look at some examples:

- Taking note of an EQAR Register Committee observation, the Code of Ethics is now made to be signed not only by the reviewers and the Agency's staff, as the law states, but also by the members of the Board of Directors.
- Since 2017, the Agency's director has begun to appear before the Regional Parliament, to report on the independence, fairness of the review activities to members from all political

groups of the Chamber.

- Since 2018, the Agency has a List of Jobs (RPT), a document that is subject to official publication, which provides stability to the Agency's staff. The Agency's human resources are protected from contingencies.
- The Agency's Appeals Committee was set up in 2016 and is not only dedicated to studying possible complaints or appeals that reach the Agency, but also maintains a vigilant attitude regarding the fairness of the ACPUA procedures and rules.
- ACPUA has implemented the new and very demanding national and regional legislation on transparency of public administration and bodies (for instance, the Director's agenda is transparent).
- Finally, the new Strategic Plan (ANNEX II) has opened a Strategic Line (L6) dedicated to "Openness to Stakeholders" and another (L7) to "Internationalisation of the Agency and opening up to other University Systems". The lines are galvanised by the transversal improvement programmes ACPUA+SOCIEDAD and ACPUA+ESTUDIANTES.

It could be said that all these legal measures and development actions rest on a firm base:

On the one hand, the principle that no ACPUA reviewer (at any level: members of evaluation committees, review panels) can belong to institutions of Aragon: they must always come from outside of Aragon. From the first ENQA External Review to date, not only has this criterion been strictly complied with, but this spirit of openness and widening of the space between reviewers and those evaluated has been intensified with internationalisation and the incorporation of external stakeholders.

On the other hand, because there is an effective separation of powers between the different bodies. The files and reports of one body cannot be studied or modified by another. And no one can be in more than one body at the same time (except the two members of the Committee of Experts who also sit on the Board of the Agency, and the Director, who is the secretary of the Board and also chairs the Committee of Evaluation, Certification and Accreditation; all this because it is laid down in the current Statutes).

But this separation of powers is also complemented by an internal check and balances system. For example, the Board of Directors is responsible for strategic decisions on the Agency, and it is clear that it takes them, but it only takes these and nothing else. The Committee of Experts, for its part, drives strategic reflection towards methodological innovations, pointing out new trends and also making recommendations. However, the Committee of Experts does not approve the specific evaluation protocols and methodologies, as this function corresponds to the Commission of Evaluation, Certification and Accreditation (CECA). The latter, in turn, proposes the experts who are to form part of the evaluation panels, but the appointment of these experts is the responsibility of the Director.

As all these three bodies do not carry out evaluation tasks, the presence of members from universities of Aragon is possible. However, this presence is always in the minority: 6 (2 of them students) out of 17 members of the Board of Directors; 1 out of 5 members of the Committee of Experts; and 1 (which is currently the 1 student) out of 7 members of CECA. All of them incorporate international experts and representatives of the labour market and society.

INTERNATIONALIZING THE BOARD OF DIRECTORS

The Board of Directors is the highest governing body of the Agency, and its composition is predetermined by the Law: 3 representatives of the Government of Aragon, 4 from Aragon universities, 4 from Aragon employers and trade unions and 2 expert university teachers or managers from the ACPUA Committee of Experts. In 2014, this regulation was reformed to also incorporate 2 representatives of the students of the Aragon universities. All these are members *ex officio*, except the experts. The Law, therefore, does not contemplate the presence of international members.

Being consistent with the Strategic Lines 7. "Internationalisation of the Agency" and 7+1. "Adaptation of the structure of the Agency to the new trends of the EHEA", it has been considered a good practice the immediate internationalisation of the Board of Directors, as it has been done with the rest of the bodies of the ACPUA. However, this measure requires a reform of the Aragon Higher Education Act, which entails an important and certainly long process. What to do then?

The Minister of Higher Education has considered it appropriate that one of the two posts on the Board that are to be appointed by the Minister (on the proposal of the Director of the Agency) be occupied by the international freelance expert of the Committee of Experts. This open-minded approach to the Agency is completed by the second appointment, which has been made to the academic expert of the Committee of Experts who does not belong to a local institution.

Operational independence

ACPUA has not changed the way it operates or the criteria applied to carry out the functions attributed to it by the regulations, such as the independence of technical bodies, the preparation of evaluation protocols or the publication of assessment reports. Thus, all the reviewers are from outside Aragon and international experts have been included both in the bodies and committees and in the evaluation panels. As a novelty, the Follow up Committee has been set up, a committee of a transversal nature that complies with the previous premise and also includes an international expert. Recruitment of staff lies in the hands of the Director and recruitment of experts in that of the technical Committee CECA; in either of these cases the governing body is involved.

Independence of formal outcomes

The definition and design of the procedures and methodologies are the responsibility of the technical Commission of Evaluation, Certification and Accreditation (CECA). The judgments issued by the panels of the various evaluation processes are made by consensus of their members, as are the final reports of each evaluation, which are issued by the evaluation committees. The evaluation reports are signed by the chairmen of the committees, not by the director of ACPUA.

Evidences:

Aragon Higher Education Act (Act 5/2005, of 14 June, on Universities)
ACPUA: Organizational structure and internal regulations
Strategic Plan 2019-2022
Code of ethics
Reviewer selection procedure
Pool of Experts
Courts of Aragon Antonio Serrano
Appeals Committee

ESG 3. 4 Thematic analysis

STANDARD: Agencies should regularly publish reports that describe and analyse the general findings of their external quality assurance activities.

THE 2016 ENQA REVIEW REPORT

Recommendations: The panel encourages the Agency to sustain its efforts for different thematic analysis and to allocate resources to these activities as these may contribute to enhance the relevance and legitimacy of its role in promoting awareness and informed policies about quality assurance.

The Aragon Higher Education System (SUA) is rather small. This helps the ACPUA in obtaining first-hand, key information on programmes and institutions. This flavours the analysis and development of global perspectives. And this also allows to have various channels, formal and informal, fluid and continuous, for communicate general findings of our QA activities (development, trends, good practices across the SUA) to stakeholders. The ACPUA was also designed to promote reflection and prepare for future needs ("prospective"):

> "Promote and develop continuous evaluation and quality promotion initiatives (…), and also be capable of carrying out the function of collecting and channelling the information between the university centers, the politicians responsible and the society. (…) In this regard, it cannot be overlooked that the analyses of trends and emerging demands on higher education is a key element to set priorities in the governmental action and with those responsible for the university institutions" (Preamble to Aragon Higher Education Act).

The ACPUA tries to fulfil this mission aligned with ESG3.4 through a wide range of activities.

The best known activity is undoubtedly the series of ACPUA Seminars (Annex VII) that the Agency has been organizing continuously since 2012. Together with the constant organization of workshops and active participation in forums and working sessions, it can be said that this activity constitutes a distinctive sign of the ACPUA within Spain. Its essential purpose is that of improvement. Its main focus is on stakeholders: receiving their feedback on the subject under discussion while we provide information material from our QA activities. All of this in a non-evaluating environment. This activity was identified as good practice in the ENQA 2016 Review Report and has remained vigorous and dynamic since then. In the previous four years (from 2016 to 2019), the ACPUA has organized or co-organized an average of more than 10 seminars or workshops in Aragon each year. New dynamics have also been generated: we have made an effort to generate materials and have focused discussions on aspects that are of particular interest to the labour market and society (labour insertion, internationalisation, industrial doctorates, new dual programmes, online teaching, SDG, etc.).

Working together with the Spanish agencies

The ACPUA assesses the study programmes of the Centro Universitario de la Defensa (CUD) of Zaragoza, an Universidad de Zaragoza's partner that operates in the General Military Academy (AGM). AGM is in charge of the Spanish Officer Cadets' military training and education. For this reason, in 2016, the ACPUA promoted the thematic analysis of developments and trends in them in cooperation with the Spanish agencies involved in the accreditation of the other Centros Universitarios de la Defensa: ACSUG (Axencia para a Calidade do Sistema Universitario de Galicia) (for the CUD at the Naval Military School), ANECA (Agencia Nacional de Evaluación de la Calidad y Acreditación) (for the CUD at the General Air Academy) and Fundación para el Conocimiento Madri+d (for all other CUDs) (link to news).

The ACPUA has continued to pursue this form of cooperation with other agencies in order to reach conclusions through a comparative study of diverse findings. Thus, when universities hold relevant

ACPUA – Agencia de Calidad y Prospectiva Universitaria de Aragón
Avda. de Ranillas, nº 5D, 1ª Planta. 50018 Zaragoza
Teléfono: 976 713386 - acpua@aragon.es

meetings on university quality, the ACPUA usually organizes an exclusive agencies session so that we can comparatively discuss the agencies findings to the universities. The ACPUA has applied this formula at least 3 times in important conferences in recent years: quality of online teaching in CINAIC 2017; improvements in IQAS, in "IX Jornadas Unidades de Calidad de Universidades Españolas 2018"; quality of student orientation in CIOU 2018. ACSUCYL (Agencia para la Calidad del Sistema Universitario de Castilla y León), ANECA, AQU (Agència per a la Qualitat del Sistema Universitari de Catalunya), Unibasq (Agencia de Calidad del Sistema Universitario Vasco), etc. have participated in these events.

Together with ACSUCYL, ANECA, AQU and Unibasq, ACPUA is part of the REACU (the Spanish Network of Higher Education QA Agencies) working group that is promoting a **nationwide thematic analyse of the strengths and weakness of the current Spanish degree system** on the basis of results of the programme evaluations conducted by all the Spanish agencies. The carrying out of joint thematic analyses aims to develop these lines of analysis:

a) Results obtained by the agencies in the evaluations for the first renewal of programmes, paying special attention to the recommendations set out in the reports (and in particular those concerning teaching staff, learning outcomes and/or material and service resources).
b) Data resulting from the reports on the IQAS of universities and centers.
c) State of public information and levels of transparency, especially in relation to effective monitoring and information to students.
d) Sustainability of certain programmes.

As every year, ACPUA continues to collaborate in the preparation of the annual reference report in Spain on **the state of quality in Spanish universities.** These **ICU reports** offer society and the decision-making bodies of public administrations and the universities themselves general conclusions. This analysis is assembled by ANECA from the materials provided by the Spanish agencies (REACU).

 Analyzing for the region

The ACPUA regularly produces reports on its activities, such as summary reports on the overall results of each programme accreditation process. It also regularly produces technical reports on specific aspects of the Aragon Higher Education System, which the Government of Aragon requires for its decision-making. The conclusions of these reports are supported by data extracted from our evaluations. From the first ENQA evaluation to date, three new developments should be highlighted:

The most important is the implementation of the **project to follow up the labour insertion of university graduates in the Aragon Higher Education System**. The follow-up of the labour market insertion of university graduates had always interested the Agency, which analyzed the data offered by the evaluations of programmes, but there was no systematic program for the follow-up of the graduates. To this end, since 2018 and with the help of an external company, the results of the survey on the labour market insertion of Aragon Higher Education System graduates have been analyzed. This activity is carried out in collaboration with the universities and the Institute of Statistics of Aragon and continues to be developed today.

Another novelty is that in 2016 the ACPUA was invited to join the Commission for Monitoring University Programming in Aragon. The Government of Aragon, the universities and experts in higher education also form part of this Commission and it is developing, in agreement with the universities, a follow-up of the educational offer in the field of higher education. The ACPUA's role is to provide technical studies to the Commission (based on its findings), establishing the objectives, criteria and requirements that will guide the programming of official university education in the Autonomous Community of Aragon for the period 2016-2019. For example, the ACPUA has carried out analyses about study programmes with small numbers of registered students.

Systematization of the activity: new strategic line

The ACPUA has been aware that following the 2016 ENQA Review recommendations required an extra effort to systematize all this activity. The issue was addressed during the 2018 Progress Visit (ANNEX I) and then introduced into the 2019 strategic reflection process. We looked for international models and organised, again applying the "working together" approach, a meeting on thematic analysis with AEQES (Agence pour l'Evaluation de la Qualité de l'Enseignement Supérieur) and the 4 Spanish agencies of the aforementioned REACU working group. The result of the reflection was the new Strategic Line L4 "Visión Prospectiva": Promoting Excellence, Strategic Evaluations and Thematic Analyses. The new Strategic Plan (ANNEX II), with annual objectives, advocates a structured development of the analysis of the information contained in our evaluation reports with a transversal scope. Those in progress from the Plan are:

1. Cross-cutting competencies related to sustainability and SDG (based on ex-ante program evaluations – initial accreditation).
2. Catalogue of good teaching practices, identified in the accreditation renewal reports (in collaboration with the Universidad de Zaragoza).
3. Connection between the results of the evaluations and the university rankings.
4. Comparison of results between similar programmes in Aragon.
5. Analysis of 40 PhD programmes follow-up reports for the Aragon Higher Education System doctorate improvement.

These analyses "conducted regularly" are considered necessary means for the development of the new ACPUA Programmes x: "Excellence" and "Equality and Diversity". Some of them are commissioned to external experts.

Allocation of resources

Following ENQA's recommendation, the allocation of financial resources to the budget line under which these activities generally fall ("Studies and technical work"), has been considerably increased:

2015	2016	2017	2018	2019
34.100€	34.100€	50.000€	100.000€	100.000€

Within the ACPUA staff, there is a technical position whose main function is to manage thematic analysis and general foresight studies. Unfortunately, this position has not been filled between June 2018 and June 2020. This circumstance has logically damaged the activity, despite the availability of the budget, making the threats 3 and 4 detected by the SWOT more evident. The new Strategic Plan (ANNEX II) and the new technician will allow us to increase our performance in relation to this standard.

Evidences:

Thematic Analyses	Programme ACPUA x the excellence
Annual Reports	Strategic Plan: 2019-2022

ACPUA – Agencia de Calidad y Prospectiva Universitaria de Aragón
Avda. de Ranillas, nº 5D, 1ª Planta. 50018 Zaragoza
Teléfono: 976 713386 - acpua@aragon.es

ESG 3.5 Resources

STANDARD: Agencies should have adequate and appropriate resources, both human and financial, to carry out their work.

> **THE 2016 ENQA REVIEW REPORT**
>
> *Recommendations: The panel recommends that ACPUA reflects about the necessary resources in the light of longer term achievement of strategic goals and the expansion of activities. Hence, the panel recommends that the agency tries to anticipate the impact of those activities on staff, not only in terms of staffing levels but also with regard to the need for staff development and training in order to manage transition effectively.*
>
> *Also in relation to resources, the panel recommends that ACPUA considers the impact of the achievement of strategic goals on current activities and processes to ensure that it can adapt to work with possibly a larger number of stakeholders and also to the requirements of systems outside Aragon and Spain.*

Financial resources

Since 2017, there has been a visible increase in the financial and human resources allocated to the Agency, sustained by a growing and broad political support at the regional level for the role of the Agency.

From 2016 to 2018 the budgetary situation has improved enormously:

Following the recommendation of the 2016 ENQA Review Report, the ACPUA resources grew by 26.25% in 2017 (663,362€ compared to 527,807€ in 2016). And in 2018 the budget increases again (8.58%) (723,552,53€), remaining the same in 2019 because the budgets of the Autonomous Community were extended, reaching the current 753,553€ in 2020.
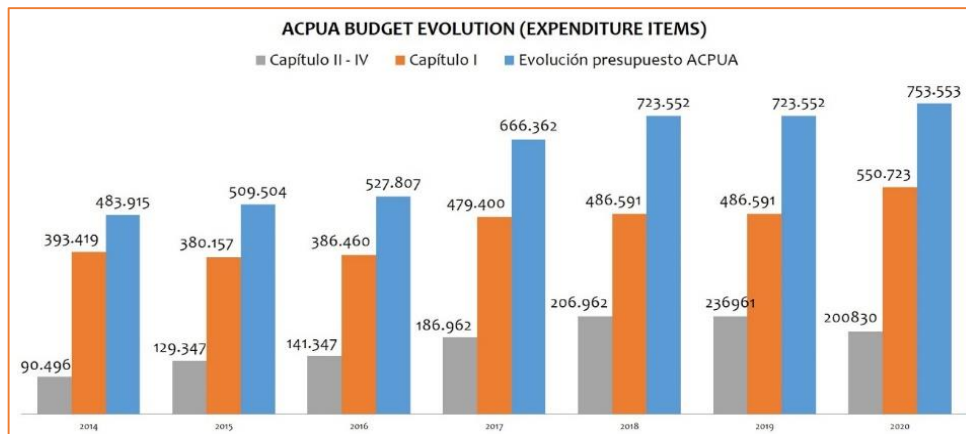
Table 9 ACPUA Budget Evolution

It should be noted that these financial increases for the ACPUA, as set out in the Autonomous Community's Budget Law, have always been approved unanimously by all the parliamentary groups that make up the Parliament of Aragon. This follows a trend of strong support for the ACPUA that has been consolidated in the regional Parliament and is certainly reinforced by the practice of accountability and explanation of the activity by the Agency's Director directly to the Members of the Regional Parliaments. This policy is also reinforced after the signing of the Science Pact in Aragon, a

ACPUA – Agencia de Calidad y Prospectiva Universitaria de Aragón
Avda. de Ranillas, nº 5D, 1ª Planta. 50018 Zaragoza
Teléfono: 976 713386 - acpua@aragon.es

firm commitment to ensure that in each budget approved for the Autonomous Community of Aragon, the amounts allocated to research and innovation are not only maintained but gradually increased until they reach at least the European average.

The financial resources cover the current needs of the Aragon Higher Education System and are sustainable for the foreseeable future.

However, for reasons of prestige and other effects associated with the generation of own income such as the diversification of resources, financial independence and learning linked to new experiences, the Agency is accepting requests for services outside the Autonomous Community of Aragon or outside the official evaluation programs. In these cases, the Agency can follow to a private pricing policy. Since 2016, the ACPUA has carried out evaluation activities of some kind, by agreement or contract, for the Universidad del País Vasco, the Government of Asturias, the Universidad San Jorge, the Universidad de Cantabria, the DANONE Institute, AQU Catalunya and the AQUA agency in Andorra. If the workload of the ACPUA staff were to improve, we would be able to attend to more national and international requests that are coming in and deploy a planned strategy for providing services.

The ACPUA has operational autonomy and is not subject to prior authorization of expenditure. Each year the Agency prepares the draft budget, which is approved by the Board of Directors and subsequently submitted by the Government of Aragon to the Cortes de Aragón.

Human resources

Fortunately, the budgetary leap in 2017 made it possible to provide the staff with two more posts, one for the administrative area and the other for the technical area. This significant increase in staffing was secured the following year with the publication of the ACPUA List of Jobs (Spanish RPT).

So currently the staff consists of a total of 9 people: director, management secretary, technical coordinator, 3 quality technicians, head of administration, administrative and administrative assistant.

It is necessary to emphasize the always positive attitude of the team, absolutely involved with the Agency, which maintains a very dynamic way of working in which collaborative collegial work is common practice as a consequence of the lack of personnel, turning this inconvenience into a virtue. The high level of dedication required of the technicians during this time, which was warned as a threat (see SWOT), is being readjusted and adapted to the definitive staff of the Agency, which is allowing not only to balance the workload but also to cover new projects and activities with solvency.

Material resources

The ACPUA office is located very close to the Zaragoza high-speed train and bus station, with a very accessible and frequent urban transport network. It is located in Zaragoza's most modern business park, which is increasingly hosting entities related to higher education, technological innovation and research. The office has enough central space to meet the needs of the 8 posts with their respective computer equipment that is updated regularly. As it is a small agency in a single room, the layout of the workstations has been designed to encourage communication and teamwork among the entire staff (despite the fact that, due to the distance measures caused by COVID-19, part of the staff currently has to work at home in application of the distance measures). Attached to this central room is the director's office and a meeting room of its own. Other meeting rooms in the building are also available to the Agency free of charge.

Evidences:

Aragon Higher Education Act (Act 5/2005, of 14 June, on Universities)	ACPUA Organisation
Decree 239/2006, of 5 December, of the Aragon Government (Approval of ACPUA's Bylaws)	Pool of reviewers / experts
BOA 20/09/2017. Configuración de la plantilla ACPUA	ACPUA Budget
Strategic Plan: 2019-2020	Cantabria's agreement
Activities Plan & Annual Reports	Agreements and exchange of activities

ESG 3.6 Internal quality assurance and professional conduct

STANDARD: Agencies should have in place processes for internal quality assurance related to defining, assuring and enhancing the quality and integrity of their activities.

THE 2016 ENQA REVIEW REPORT

Recommendations: The panel recommends that ACPUA strengthens its collaboration with other Agencies to consolidate its achievements and to foster a continuous awareness about possible limitations, areas of improvements, and necessary changes.

Continuous Improvement Processes

On the motion of the ACPUA, a legal provision was introduced in 2014: "The Agency will have an internal quality assurance system in place" (art. 84 bis. "Accountably and Transparency in the Activity", Aragon Higher Education Act).

In 2008, the ACPUA was already certified in accordance with ISO 9001. In 2018, work began on adapting the Quality Management System to the ISO 9001:2015, defining a new map of processes (ANNEX V) and redesigning the Agency's Strategic Plan (ANNEX II). At present, despite having all the necessary documentation ready for the external audit phase, it has not been possible to start this phase due to the emergency situation caused by COVID-19. It is the Agency's intention to resume the External Audit when the current emergency situation is referred to it.

Improvement of the activities are on-going to ensure that the ACPUA's services to institution and society are optimal.

As a process of continuous improvement, periodic meetings between the Agency's staff and the Management are incorporated as a permanent activity, generating a continuous feedback of growth, while guaranteeing the participation and involvement of all the staff.

COVID-19: STAFF INVOLVEMENT DURING CONFINEMENT

The declaration of the state of alarm in Spain last March meant the complete implementation of the teleworking regime. From June to date, some of the staff continue to work from home. During the long phase of the ban on office work, the high standards of professionalism and the proactive spirit of the ACPUA technical team were maintained. This internal communication plan included:

8:00 to 14:00 director and technicians were available at all times (zoom videoconference)
11:00 - 11:30 h.: daily briefing with all Agency staff
Friday at 13.30 h.: happy hour for all Agency staff

Private cell phones of the technical staff have been available on the ACPUA website

---

Periodically, Focus Groups meetings are organised with the stakeholders who are on the front line of internal quality (a group in Aragon of approximately 50 people distributed among the central quality units and the management teams of the universities of Aragon). We use the bottom-up methodology ("how can our quality procedures be more effective and have more impact?") as the main objective is to obtain feedback for improvement.

The preparation of the Progress Visit (ANNEX I) in 2018, in which the Agency participated on a voluntary basis, provided an important impetus for reflection on the strengths and weaknesses of the Agency.

On the other hand, the system ensures the periodic review and improvement of all the processes through the meta-evaluation of them, which allows to collect the satisfaction of the participants (evaluated and assessors) through surveys, and as a sample of the concern of the Agency to know the impact of our activities in the Aragon Higher Education System. Also, satisfaction surveys are passed every year.

The Agency then holds regular meetings with the universities on the evaluation programmes, thus also obtaining feedback that is also passed on to the evaluation committees and bodies. In recent years, these meetings have focused mainly on the process of initial accreditation, the PACE-SGIC programme for the IQAS certification of centers and the new ALCAEUS programme.

Almost as important as these formal internal and external feedback mechanisms for improvement, is the fact that a culture of quality has been generated and shared with the stakeholders. The ACPUA's staff is always receptive and willing to listen to your suggestions, opinions about our work and needs.

A learning environment

We wish to be an active learning organisation. We understand that the first tool to achieve this is to maintain a self-critical attitude. To this end, and following ENQA's recommendation of 2016, in addition to listening carefully to our stakeholders, we feed a comparative vision that allows us to learn from our colleagues. We have thus strengthened the exchange and collaboration with other agencies, both national and international, through all kinds of formulas. For example:

- Regular bilateral (or multilateral within REACU) meetings to discuss the design of assessment methodologies (see compliance with ESG 2.2).
- ACPUA seminars, workshops, joint sessions with other agencies in university quality forums to discuss general findings (see compliance with ESG 3.4), etc.
- Agreements for joint student training and exchange of experts.
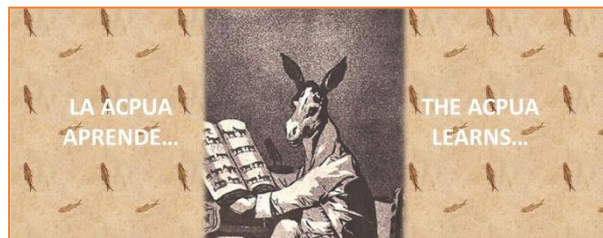- Scheduling of visits from other agencies to ACPUA (and *vice versa*).

Figure 8 Franciso de Goya picture

Since 2016, there have been frequent collaborative actions with all the Spanish agencies, without exception. There are also several foreign agencies that have visited our offices or participated in the ACPUA Seminars: AEQES, HCERES, IQAA, QAA, RS HEAA, CHE etc. (see ACPUA+INTERNACIONAL).

We learn from students. Actions involving students have been increased and reinforced. We collaborate with the Student Council of the Universidad de Zaragoza in the training courses for student leaders organised by this Council, inviting our student reviewers (who are from outside Aragon) to participate (see ACPUA+ESTUDIANTES).

In addition, all the ACPUA staff has at their disposal a Training Plan. In the last four years (2016-2019), the administrative staff (3 people) has participated in approximately 20 training courses in total. As for the technical staff, some of them are following Master's Degree in University Quality Management (UOC). The technical coordinator has also received training from ENQA to become an expert agency reviewer for the purpose of ENQA Agency Reviews.

Ethical and professional training

In order to ensure that all persons who collaborate with the ACPUA are competent and act in a professional and ethical manner, it is required to sign a Code of Ethics that implies a commitment to the values of our quality policy. The training of our staff is a priority and therefore we regularly provide training for the different processes of the Agency. The outbreak of the pandemic has prevented the holding of a first cross-cutting meeting with all the members of all the bodies of the Agency, in order to counteract the logical course of action of the different experts within the specific evaluation activity in which each one is involved.

Equality, non-discrimination, sustainability

The ACPUA avoids any type of intolerance and discriminatory attitude in its processes and activities, and pays special attention to the participation of groups that are susceptible to some type of discrimination. In collaboration with the Chair on Equality and Gender of the Universidad de Zaragoza, work is being done on the development of the Agency's Equality Plan and indicators from the gender perspective that can be introduced into the protocols for the evaluation of programmes and research activities. The Code of Ethics also ensures equity along with the values of independence, professionalism and integrity.

Since 2018, the ACPUA's annual activity reports have incorporated a gender balance report. The data has already allowed for the introduction of corrective actions, in order to guarantee parity not only in the committees but also in the panels composed *ad hoc* by the Agency within each evaluation process. Parity in this area has been achieved, but there is still a gender gap in terms of the percentage of female experts involved in research evaluation activities. We need to improve and we need the Agency's Equality Plan (see also compliance with ESG 2.7).

The new Strategic Line L5. "Development of the social dimension of quality" also provides for action by the ACPUA to make visible the commitment of the centers to respect sexual diversity and protect gender identity. To this end, dialogue with external stakeholders has been extended to LGBTIQ+ groups at the university.

The ACPUA's commitment to the values and principles of sustainability and social responsibility has been given a strong boost with the launch of the ALCAEUS programme, which is oriented towards active commitment to SDG as an important strategic commitment of the Agency, also within the framework of L5. "Development of the social dimension of quality".

Subcontractors

The ACPUA does not outsource quality assurance activities, but only support services such as travel, accommodation, catering and translations.

Evidences:

Strategic plan: 2019-2022	Dialog meetings
IQAS / SGIC information	Bottom up
Annual reports	Service Charter
Code of Ethics	Gender: EUFEM workshop
Corporal Social Responsibility Initiatives (Luxemburgo/ALCAEUS)	

ESG 3.7 Cyclical external review of agencies

STANDARD: Agencies should undergo an external review at least once every five years in order to demonstrate their compliance with the ESG.

The Aragon Higher Education Act provides that "periodically and at least once every five years, the Agency's activity must be subject to an external evaluation by an international committee of experts" (art. 85 bis.10).

That legal provision was introduced in 2014 at the initiative of the ACPUA.

The ACPUA has been proactive in working with ENQA to the fulfilment of the standard 3.7. We underwent the first cyclical review by ENQA in 2016. We voluntarily asked for a ENQA Progress Visit (ANNEX I) two years after the positive Board's decision (see section 13).

We face this second ENQA review in 2020 as a step forward in a continuous process of improvement.

Evidences:

Web ACPUA
Web de ENQA
Web de EQAR

10. Compliance with European Standards and Guidelines (Part 2)

ESG 2.1 Consideration of internal quality assurance

STANDARD: External quality assurance should address the effectiveness of the internal quality assurance processes described in Part 1 of the ESG.

> **THE 2016 ENQA REVIEW REPORT**
>
> *Recommendations: The panel recommends that ACPUA continues to work with the university system to further develop the relationship between standard 2.1 and the development of effective internal quality assurance processes at institutional level. Among the possible areas for further attention, the panel would highlight the following ones:*
> - *Further strengthen the coherence of different evaluation procedures;*
> - *More schools and educational centers should be encouraged to strengthen their internal quality systems through external reviews such as the AUDIT;*
> - *More attention should be given to a student-centered learning and assessment practices.*
>
> *On the other hand, it reinforces the necessity to work with universities, something that it was already mentioned in the review report and to which ACPUA has devoted significant attention in recent years.*

The national regulatory framework determines the characteristics of the programme evaluation processes that must be applied by all the quality agencies operating in Spain. The agencies, through the REACU, approve the protocols to be applied in each of the processes. Based on these protocols, the ACPUA, in its evaluation guides, includes some nuances (for example, in the second round of degree accreditation renewal, and in accordance with the evaluation guide, the review of evidence of the subjects is strengthened and pays special attention to the aspects of improvement indicated in the first accreditation renewal report) for their adaptation to the characteristics of the Aragon High Education System. Outside the aforementioned regulatory framework, the ACPUA develops its own evaluation protocols, as in the case of the ALCAEUS Programme, whose objective is to measure the degree of commitment of the centers to the Sustainable Development Goals (Agenda 2030).

The responsibility of centers and institutions in quality assurance

With the aim of ensuring that the universities of the Aragon Higher Education System improve their internal quality systems, the ACPUA is reviewing its activities and assessment programmes to bring them in accordance with Part 1 of the 2015 ESG, following its criteria and guidelines. The soundness of the IQAS that the Aragon Higher Education System has demonstrated, and continues demonstrating, is taken into account by the Agency so that it considers the evidence and proof produced by these systems in its evaluation protocols.

Having recognised the way in which the ACPUA carries out interlinkages between the many quality assurance activities in order to reduce the administrative burden between these activities (2016 ENQA External Review Report), the Agency has not only maintained this way of acting, but has also responded to the recommendations received in 2016.

In 2017, the ACPUA designed the PACE-SGIC program that certifies the implementation of internal quality assurance systems at university centers, a program in which both universities of Aragon participate. Thus, both the Universidad de Zaragoza and the Universidad San Jorge have obtained validations and certifications from different centers. The DOCENTIA programme has also been reinforced with the design by the Universidad de Zaragoza of its teacher evaluation model, which has been favourably evaluated by the ACPUA.

The ACPUA is currently working on the development of the new protocol for the follow-up and

renewal of the institutional accreditation of the centers.

At a regional level, the implementation of institutional accreditation has been a great opportunity to advance in the development of a quality culture, with 5 centers currently being accredited in the Aragon Higher Education System.

The presence of external stakeholders (professionals) and students has been a constant for the Agency since the beginning of its activities, and the participation of international experts is being reinforced and increased especially since 2019. These actions come in response to the recommendation received on the convenience of paying more attention to student-centered learning, taking into account the degree to which learning and assessment methodologies fit the profile of the students as well as the degree of academic progress and satisfaction of the students. In addition, the ACPUA has developed the ACPUA+ESTUDIANTES program with the development of different actions focused on this group.

At the level of assessment report writing technique, an effort has been made to ensure that the argumentation is supported by explicit references to the ESG in Part 1.

The ACPUA ensures the effectiveness of the IQAS of institutions (ESG Part 1)

The relationships between quality assurance programmes and the ACPUA's activities and Part 1 of the ESG on internal institutional quality assurance are shown in Annex VIII.

Institutional evaluation as a touchstone

Five years after its legal birth in Spain, but barely two years after its effective implementation, institutional evaluation has become the touchstone of quality in higher education in Spain. It is at the frontispiece of quality policies in Spanish universities and requires, in order to be successful, continuous and effective interaction with quality agencies. It is a higher education policy objective that cannot be well achieved without the development of a strong quality culture shared between the universities and the agency. For this reason, the first Strategic Line L1 is dedicated to developing institutional accreditation and assessing its capacity to create effective interlinkages with other evaluation processes.

The current system of initial institutional accreditation, designed in 2015, emphasizes the formal requirement of IQAS certification. It is for this reason that Strategic Line tries also to shift attention to better integration of SCL (student-centered learning) when developing our next methodologies for institutional reaccreditation (this recommendation will be addressed by the Committee of the Evaluation, Certification and Accreditation at its meeting on September 25).

Evidences:

Institutional Accreditation	Focus Group
ALCAEUS programme	Follow-Up y accreditation
Annual Reports	Networking in Spain
List of Jobs (Relación de Puestos de Trabajo (RPT) de la ACPUA)	Programme ACPUA+Society
Activities Plan	Programme ACPUA+International
Programme ACPUA+students	Accreditation report (2° round)
IQAS / SGIC information	

ESG 2.2 Designing methodologies fit for purpose

STANDARD: External quality assurance should be defined and designed specifically to ensure its fitness to achieve the aims and objectives set for it, while taking into account relevant regulations. Stakeholders should be involved in its design and continuous improvement.

THE 2016 ENQA REVIEW REPORT

Recommendations: The panel encourages ACPUA to pursue its efforts to explore the possibilities of adapting procedures to the size and priorities of the regional higher education system. This will benefit as well from deepening the involvement of external stakeholders in designing and assessing existing and future quality assurance mechanisms.

Involving stakeholders

The ACPUA is a small regional agency. Its size is quite proportional to the size of the university system it serves. The ACPUA seeks to provide capacity to adapt to regional size and needs.

The ACPUA is aware that these capacities cannot be developed without continuous discussion with our stakeholders. The regional dimension encourages the exchange of opinions and the production of both formal and informal feedback. In the 2016 review, the ENQA panel thus appreciated "the significant effort in involving different stakeholders in their quality assurance procedures, namely with the involvement of students and other stakeholders at the policy level". However, the panel also considered that "it will be important to increase involvement of stakeholders representing labour market and society".

ENQA´s observation brought much reflexion about the involvement of external stakeholders in designing and assessing quality assurance mechanisms (the SWOT also detected a weakness here: weakness n. 1). This reflection is at the basis of the Programme ACPUA+SOCIEDAD (ANNEX III).

Designed in 2017 and launched in 2018, ACPUA+SOCIEDAD is the third ACPUA's transversal Programme (after ACPUA+ESTUDIANTES and ACPUA+INTERNACIONAL). It emphasizes the connection with external stakeholders, strengthens their participation in the ACPUA's processes and designs some action plans for feedback and involvement. The Program was discussed during the ENQA Progress Visit (ANNEX I) in 2018 and was reflected in the agenda of the visit, in which the interviews with representatives of the industry, labour market and society had special prominence.

Implementation of the three transversal programmes (ACPUA+ESTUDIANTES, ACPUA+ INTERNACIONAL and ACPUA+SOCIEDAD) ensures active participation by stakeholders in all the Agency's bodies and committees involved in the definition and design of methodologies and protocols. In all of them there is now involvement of external stakeholders and international experts:

BODY	ACTIVITIES	STAKEHOLDERS (1st ENQA Review 2016)	STAKEHOLDERS (2nd ENQA Review 2020)
Board of Directors	• Approval of the Strategic Plan • Objectives • New activities	Aragon Government Institutions External stakeholders Students Trade union	Aragon Government Institutions External stakeholders Students Trade union **International expert**
Committee of Experts	• Find *new trends* • Advise on new methodologies	Teaching staff External stakeholders International expert	Teaching staff External stakeholders International expert **Employers (*industry*)**

BODY	ACTIVITIES	STAKEHOLDERS (1st ENQA Review 2016)	STAKEHOLDERS (2nd ENQA Review 2020)
Commission of Evaluation, Certification and Accreditation (CECA)	• Develop and approve methodologies, criteria and procedures	Teaching staff Students	Teaching staff Students **External stakeholder** **International expert**
Evaluation Committees (SET, SEC, Follow up)	• Provide feedback for improvement • Participate in the drafting of a new protocol • Participate in the meta-evaluation	Teaching staff Students External stakeholders	Teaching staff Students External stakeholders **International expert**

Table 10 Stakeholder participation in ACPUA bodies

In addition, in 2019 the activity *"DIALOG MEETINGS"* was launched, consisting of cyclical meetings between the Agency's management and the deans, directors or heads of the different faculties, schools and centers of the Aragon Higher Education System. These are informal meetings with the double objective of obtaining feedback on the needs and expectations of the centers, and at the same time to carry out a light follow up on the internal quality processes in progress. Depending on the results, these meetings at management level can be replicated by meetings, also informal, between the technical teams of the ACPUA and the university center.

The ACPUA's conviction about the fundamental role that students play in quality assurance processes was already evident in the creation in 2014 of the ACPUA+ESTUDIANTES program, which has been strengthened and increased until now.

Finally, we have outlined Strategic Line L6 "Openness to stakeholders", with two objectives being developed to date: a) Increase stakeholder participation in all Agency processes and b) Provide information and response to the expectations of society of Aragon. Behind both objectives lies the same basic idea: by establishing a dialogue that is as fluid and functional as possible with stakeholders, we are all contributing to the consolidation of a shared culture of quality in higher education in the region.

A new stakeholder: Regional Parliament of Aragon

In the last two autonomic legislatures, 2015-2019, and the present (since 2019), the opportunity has arisen to interact directly with a new and important stakeholder: The Regional Parliament (Cortes de Aragón). Specifically, the Director of the ACPUA has appeared three times (twice in 2017 and once in 2019) before the Commission of Universities of the Cortes de Aragon to report on the activity of the Agency and to present its plans of activity before the representatives of all the parliamentary groups. In addition, a member of the Regional Parliament participated in the interview with external stakeholders held by the ENQA Panel during the 2018 Progress Visit (this circumstance did not occur during the 2016 evaluation visit).

The ACPUA places great value on this interaction with the Lawmaker. It should be noted that competence for higher education is largely transferred to the Autonomous Communities or regions, making the regional legislator a major player in what the 2016 ENQA Review Panel has called the "highly regulated Spanish system". Furthermore, it is the Cortes de Aragon (and not the regional government) that discusses and approves the specific budget of the ACPUA. For these reasons, these hearings are not only a serious exercise of responsibility (accountability for the activity carried out), but also an excellent opportunity to make the Agency known to the representatives of the people of Aragon and to learn about their aspirations and legislative projects in the area of university quality.

Designing evaluation methodologies

In order to design a new QA process, the Board of Directors (where all stakeholder groups are represented), must approve the new activity and its governing principles (the goals of the evaluation).

Figure 9 ACPUA design a new QA process

After that, the Commission of Evaluation, Certification and Accreditation (CECA) defines the evaluation methodologies (evaluation criteria, standards and guidelines), which are subject to consultations with representatives of all stakeholder groups (reviewed institutions, reviewers, Educational Authorities and others). After considering the information and feedback gathered, the CECA approves the evaluation protocols, making sure they are sound, objective and impartial.

These evaluation protocols are always published online, disseminated through different social media channels and presented in meetings or seminars. If time permits, processes are initialized with a pilot, in order to assess its implementation and impact on institutions before applying them in a general manner, allowing for modifications and improvements, if needed.

After finalizing an evaluation process, ACPUA carries out a meta-evaluation process in which all participants (committees, reviewers, reviewed entities, etc.) assess the implementation of the process and suggest enhancement measures for the future (usually through surveys). Based on the findings, the CECA writes recommendations to improve the evaluation methodologies and updates the protocols, if needed, which are immediately updated in the website.

Finally, the ACPUA's Director reports to the Board of Directors (where all stakeholders are represented) the results of the meta-evaluation process, which are also published on the website.

The ACPUA always designs and implements its QA processes taking into consideration both the national and regional legislation.

Furthermore, the ACPUA has moved for improvement carrying out these actions:

- Design of the programmes: increasing preparatory meetings with the university and the work teams of the centers.

- Dissemination of the programmes: some ACPUA seminars are dedicated to introduce new methodologies and protocols to stakeholders.
- Training: new activity of providing training to HEIs Quality Unit Teams in charge of writing the documentation for initial accreditation of study programmes.

For activities within a national legal framework

For activities within a framework determined by national law, the Spanish Network of Higher Education QA Agencies (REACU) is the body in charge of dictating these basic/common criteria and guidelines.

The design of methodologies at the national level continues afterwards: the stakeholders (national and regional Governments and HEIs) have another chance to discuss these methodologies in at least two other forums: The University Commission for Follow-up and Accreditation (CURSA) and the University General Policy Conference (CGPU).

From here, once there is an agreement for general common criteria and guidelines, the ACPUA adapts and develops them according to the needs and strategic objectives of the Aragon Higher Education System, consulted the regional Government and institutions through meetings. For example, the programmes follow up or accreditation processes have been adapted by the ACPUA after said consultations with its stakeholders. A particularly important case in the current times of adaptation to regional needs is the "Guide for the evaluation of online teaching in the initial accreditation and modification processes".

Activities under the national legal framework:

Programme accreditation:

Study programme initial accreditation	Study programme initial accreditation
	Ex-ante evaluation of master programmes in the arts
	Joint programmes review
	Study programme modification
Study programme accreditation	
Study programme follow-up	

Institutional accreditation:

| Higher education institutions initial accreditation. |
| PACE SGIC (IQAS Certification) |
| Institutional accreditation |
| Follow-up accreditation |

For activities that are owned by the agency itself

If the new methodology does not have a national scope, then it is clear that the complex design described in the previous section is simplified and streamlined. The best example is ALCAEUS. The interest in the development of the social dimension of quality is also reflected in Strategic Line L5, and leads to the development of our own programme, ALCAEUS, for the support and certification of university centers according to their level of commitment to the Sustainable Development Goals and Agenda 2030. In 2020, new information activities will be carried out along with the implementation of a pilot evaluation program according to the ALCAEUS protocol for the academic year 2020-2021.

The ACPUA's commitment to equality, required by both national and regional legislation, and from a gender perspective, has exchanged methodologies and information with other Spanish agencies

committed to equality issues, in addition to having held meetings with the university, experts and associations working in this field.

New actions

These are the mechanisms that regulate the design of a new methodology, which are subject to reflection and improvement, especially once they are implemented and the activity (once executed) is subject to meta-evaluation. The SWOT (weakness n. 5) detected that there is a potential for change that must be highlighted and transformed into capacity to redesign our methodologies.

To this end, the following instrumental measures have been taken since 2016:

- Design of the programmes: Increasing the frequency of preparatory meetings with the university and the work teams of the centers.
- Dissemination of the programmes: Strategically planning the ACPUA seminars witch are dedicated to introduce new methodologies and protocols to stakeholders.
- Training: new activity of providing training to HEIs Quality Unit Teams in charge of writing the documentation for initial accreditation of study programmes.
- Meta-evaluation: process must be much more interactive (not only done through surveys).

Evidences:

ACPUA + SOCIEDAD	ACPUA + ESTUDIANTES
ALCAEUS programme	Strategic Plan
CECA composition	Regional Parliament
Progress visit, Session 1.B. Following the recommendations from the Review	PACE-SGIC programme
COVID-19 Strategic Forum Document	Institutional accreditation

ESG 2.3 Implementing processes

STANDARD: External quality assurance processes should be reliable, useful, pre-defined, implemented consistently and published. They include

- a self-assessment or equivalent;
- an external assessment normally including a site visit;
- a report resulting from the external assessment;
- a consistent follow-up

THE 2016 ENQA REVIEW REPORT

Recommendation: The panel considers that ACPUA should reflect on the possibility of involving stakeholders other than those from universities in oversight committees for evaluation processes.

The ACPUA complies with the regulations regarding external quality assurance processes, in terms of the guidelines and steps established.

The following is an updated table summarizing the evaluation processes in accordance with ESG 2.3:

QA Processes	SAR	External assessment	Site visit	Results report	Follow up	Observations
PROGRAMMES						
Initial accreditation	Yes	CER	NO*	SET	Yes	(*) No visit is made because is the ex-ante programme evaluation.
Accreditation	Yes	Review panel	Yes	SET	Yes	
Follow up	Yes	Follow up committee	Yes*	SET	Yes	(*) Site visit takes place if the positive outcome of the accreditation has been linked to the submission of an improvement plan.

Table 11 Evaluation processes - Study Programmes

QA Processes	SAR	External assessment	Site visit	Results report	Follow up	Observations
INSTITUTIONAL EVALUATION						
PACE-SGIC programme	Yes	Review panel	Yes	SEC	Yes	
Institutional accreditation	Yes	SET	Yes*	SET	Yes	(*) The initial institutional accreditation is based on the certification of the implementation of the IQAS of the center (PACE-SGIC programme) and the renewal of the accreditation of the programmes. Both processes require a visit.
Follow up accreditation	ON DEVELOPMENT					Follow-up process for initial institutional accreditation in design.
ALCAEUS (Agenda 2030)	Yes	Review panel	Yes	SEC	Yes	
HEI initial accreditation	Yes	Review panel	NO*	SEC	NO**	(*) No visits are made because is new centers. (**) The centers are included in the external evaluation processes determined by the legislation in force.
Partner HEI evaluation	Yes	SEC	Yes	SEC	NO*	(*) It is the Government of Aragon that requests periodic feasibility reports if it considers it necessary.
Training schools accreditation	Yes	SEC	NO*	SEC	Yes	(*) The programme does not include visits to the centers because the certification is based on the evaluation reports for the renewal of the accreditation and the monitoring of the Degrees in Teaching in Early Childhood Education and Teaching in Secondary Education and the Master's Degree in Teaching.
DOCENTIA programmes	Yes	SEC	Yes	SEC	Yes	
Teaching staff evaluation system audit	Yes	SEC	NO*	SEC	NO**	(*) This is a process with special characteristics that does not require a visit, nor does it require a follow-up since it is a process that is repeated annually.

Table 12 Evaluation processes - Institutional Evaluation

The reports issued in each of the processes and prepared by the corresponding committees, may be challenged at any time and are also public, in accordance with the criterion of transparency and in application of the rules governing administrative procedure.

The committees are assisted by one of the ACPUA's quality technicians, as has been the case in the past, taking on the functions of secretariat and technical support, which ensures the consistency of the processes. Due to the situation in recent months caused by COVID-19, this technical assistance has been essential since the committee meetings have been held, by force majeure, through the ZOOM platform.

For the past two years, the ACPUA has been using the TRELLO work platform as a tool to facilitate collaborative work, allowing committee members to interact and to immediately update and notify their contributions. Although the different interest groups had already appreciated the Agency's efforts to keep the system light, the use of this tool has allowed processes to be further streamlined and is a great help to the committees that see the time allocated to face-to-face meetings (both physical and virtual) reduced.

Evidences:

ACPUA+INTERNATIONAL
Singularities & Improvements
ACPUA Committees
Accreditation report (2° round)

ESG 2.4 Peer-review experts

STANDARD: External quality assurance should be carried out by groups of external experts that include (a) student member(s).

> *THE 2016 ENQA REVIEW REPORT*
>
> *Recommendations: The panel recommends that ACPUA should consider involving representatives from employers and broader society in expert panels. The panel considers that this would assist the Agency in developing thematic reviews and in meeting society's demands and expectations for information.*
> *The panel furthermore recommends to review the selection mechanism of international experts, in order to facilitate the participation of international experts in review panels.*

Evaluation committees: key parts in quality assurance

The ACPUA's external quality assurance processes are carried out by Evaluation Committees and Panels of experts, made up of reviewers with different profiles and belonging to the academic, professional, student and international (whenever possible), and not to the Aragon Higher Education System. As a novelty, a new transversal Follow-Up Committee has been created to monitor all the evaluation programmes.

The selection of reviewers is a very careful process carried out according to the criteria established by the regulations and the Procedure established by the Agency.

The ACPUA has a Pool of Reviewers that has been formed on the basis of the requirements established by the regulations, with candidates of different profiles, which are included in Reviewer Selection Procedure in Annex IX. This pool was modified to include the new profiles of reviewers (professional and international) and to improve the management of the selection process through it. The list of candidates who meet the specific requirements of each process is analysed by the Commission of Evaluation, Certification and Accreditation (CECA), which proposes regular and substitute reviewers. The ACPUA informs the university about the composition of the panel, allowing the motivated recusal

ACPUA – Agencia de Calidad y Prospectiva Universitaria de Aragón
Avda. de Ranillas, nº 5D, 1ª Planta. 50018 Zaragoza
Teléfono: 976 713386 - acpua@aragon.es

of its members. After that, the panel is appointed by the Agency's management.

Before starting the evaluation, the experts accept and sign the Code of Ethics and briefing sessions are held on the Agency, its values and processes, as well as specific training sessions on the development of the evaluation process in which they will participate (general information, evaluation criteria, reports, applications and methodology used for the evaluations).

The ACPUA+ESTUDIANTES programme includes specific training actions carried out in collaboration with other Spanish Agencies for the training of students in evaluation processes. And of course all expert groups in all activities under the scope of the ESG include students.

In reviews across borders, the Agency has ensured that the panels include experts with sufficient knowledge of the Andorran higher education system and passive knowledge of Catalan language (interviews are held in Spanish).

The different Evaluation Committees (Evaluation Committees, Commissions and Panels) are assisted by a technician from the Agency to ensure the implementation of the established protocols and to provide technical support. This support has been essential in recent months as the situation caused by COVID-19 has led to on-line meetings (through the ZOOM platform). All sessions are recorded with the prior authorization of the members of the corresponding Committee to ensure the accuracy of the minutes and agreements adopted.

In line with the integration of international experts in the evaluation panels, in September 2020 an information session on the ALCAEUS programme will be held in English (for the first time) especially for this profile of reviewers, with the aim of achieving their registration in the Pool of Reviewers for their future participation in the process that measures the commitment of universities to the Sustainable Development Goals.

Evidences:

Reviewer selection procedure	Programa ACPUA+Estudiantes	Pool of Reviewers
Programa ACPUA+Sociedad	Code of ethics	ACPUA Organisation
Programa ACPUA+Internacional	Formación e-learning y especializada	

EGS 2.5 Criteria for outcomes

STANDARD: Any outcomes or judgements made as the result of external quality assurance should be based on explicit and published criteria that are applied consistently, irrespective of whether the process leads to a formal decision.

The guides for each programme indicate the evaluation criteria that the evaluation commissions must follow in preparing their reports. The ACPUA evaluation guides and protocols have been approved by the Commission of Evaluation, Certification and Accreditation (CECA) and are published on the website, available for consultation prior to the evaluation processes. Likewise, the composition of all the committees is also published on the website in compliance with current regulations.

The application of the evaluation criteria must be carried out in a systematic and homogeneous way and this is explained in the training sessions for reviewers, which also serve to answer questions about the processes to be followed. The reports generated are always prepared in accordance with the criteria of transparency and clarity so that there are no doubts or inconsistencies in the relationships between the criteria, evidence and results.

The ACPUA continues to maintain in most processes a two-phase model in which the evaluation panel makes an initial assessment and issues a report in a consensual manner. The presence of an ACPUA

technician on all evaluation panels, with voice but no vote, ensures the correct and uniform application of the evaluation protocols by the different panels.

Subsequently, the corresponding review committee always issues its report in constructive terms (including not only formal outcomes and recommendations but also best practices, strengths and weaknesses) and indicating the areas for improvement and ensuring consistency between reports thanks to the cross-cutting vision it has of all of them (Annex X). A first proposal for a report is sent to the institution, opening a period of 20 days (usually) for comments so that the university can give its opinion on the evaluation before the committee issues the final report.

The ACPUA ensures that the criteria in the guidelines are systematically applied:

- a technician from the Agency provides continuous assistance to the panels, commissions and committees.
- the protocols, guides, criteria and composition of the various review panels are published on the website.
- the working methodology is explained in the previous training given to the experts, as well as the use of the TRELLO platform. Together with the applications that this tool offers, it also facilitates the systematization in the application of the different processes and homogenizes the operation of all the evaluation committees.
- the technical area of the ACPUA maintains direct contact to resolve doubts and establish moments of consensus and exchange through online meetings.

Evidences:

ACPUA Organisation
SET
SEC
Assessment Programmes Protocols

ESG 2.6 Reporting

STANDARD: Full reports by the experts should be published, clear and accessible to the academic community, external partners and other interested individuals. If the agency takes any formal decision based on the reports, the decision should be published together with the report.

THE 2016 ENQA REVIEW REPORT

Recommendations: The panel considers that ACPUA should remain vigilant to the need for consistency in the production of reports, especially in view of the expected growth in the number of type of activities.

Publication and dissemination of reports

The ACPUA publishes all its evaluation reports on its website. The only exception is the evaluation reports on the research activity of the teaching staff, since the legislation on data protection applies here.

Therefore, the ACPUA is a Spanish agency that publishes even the initial programmes accreditation reports that are negative and that will therefore prevent the birth of the new programme that the institution had requested to implement.

This publication policy is also followed by the DEQAR project. ACPUA was proactive in this project (it was the second Spanish agency to join the project, being among the first in Europe) and uploads to the DEQAR database all its evaluation reports, of course also the negative ones in initial accreditation. It is also the first Spanish agency that is currently publishing in DEQAR the reports related to

institutional accreditation.

In all its reports, ACPUA expressly states that they will be published on the website and in the European DEQAR database.

The format of the reports follows the guidelines established by general regulations, as well as those of the ACPUA itself, in terms of structure and content. Prior to the preparation of these documents, the reviewers receive detailed information from the ACPUA's technical team in order to ensure that they are systematized and standardized.

In addition, the technical team reviews issues related to the writing of the text to ensure that the style is clear, the language accessible and to avoid errors of interpretation.

The 2016 ENQA evaluation identified the need to provide more consistency in the generation of reports, in order to achieve greater uniformity, systematization and homogenization, which is especially important for the growth of the Agency's activity. This concern was also noted in the SWOT (threats 5 and 6).

Bearing this recommendation in mind, and being aware of its importance given the progressive increase in the volume of activities, together with the advantages it brings to the implementation of the processes, the ACPUA started a process of reviewing the reports issued from that moment on. Although this evolution does not materialize until 2018, when the evolution of the reports elaborated can be appreciated in the indicated direction. The ACPUA's technical staff and the Commission of Evaluation, Certification and Accreditation (CECA, responsible for approving evaluation methodologies and procedures) have worked to determine some basic rules on consistency and coherence between reports, such as:

- The rationale for scoring must be clear and substantial
- Reports always lead to a clear conclusion
- Most formal phrases cannot describe the result of an evaluation
- A good practice report has to be generalized
- After standardizing reports, committees should provide information on reports adapted to the review panels
- Through meta-evaluation processes, communication between the different Committees has to be more fluid

As already specified, the ACPUA technical team is present in the different commissions that issue reports, with secretarial work and technical assistance, which allows a constant review in the application of the rules indicated.

This task of reviewing the consistency of the reports has also been carried out by the Appeals Committee when its action has been required (see compliance ESG 2.7).

Social networks, web, accessibility

The ACPUA publishes all the evaluation reports, both favourable and unfavourable, on its website, which can be consulted through a specific search engine. In order to facilitate such consultation, the search is carried out from the different sections in which the website is structured. The website is regularly updated, with a structure that corresponds to the activities that the Agency carries out and that facilitates the search, including a News section in which the news and most recent actions are collected. The search engine allows the consultation and downloading of the complete evaluation reports. In addition, all evaluation reports are published in DEQAR allowing the search in English.

On the other hand, the ACPUA is present in social networks with profiles in Facebook, Twitter, YouTube and LinkedIn, as a means of communication with stakeholders and with a "window to the

outside" function.

Evidences:

Reports
Negative report published in DEQAR
Positive report published in DEQAR
DEQAR in ACPUA webside
DEQAR Project news

ESG 2.7 Complaints and appeals

STANDARD: Complaints and Appeals processes should be clearly defined as a part of the design of external quality assurance processes and communicated to the institutions.

> **THE 2016 ENQA REVIEW REPORT**
>
> *Recommendations: The panel recommends that ACPUA pays attention to the actual implementation of the mechanism of appeals and its adequacy and effectiveness, namely regarding the time for processes to be analysed, and the formal and substantive fairness achieved.*
> *The panel encourages ACPUA to promote as far as possible the use of the internal appeal procedures before external judicial procedures can be started, for the sake of speed and greater collaboration with higher education institutions.*

Everyone who is involved in a procedure can complain and file an appeal. This principle of integral protection (safeguarding) of the rights of the institutions or persons evaluated is at the base of the ACPUA's system of response to expressions of misapprehension, dissatisfaction or concern about the conduct of any process or formal outcomes:

> Art. 85 bis.6.- The Agency's complaints and appeals processes must be clearly defined; they must form part of all the evaluation and external quality assurance protocols and be appropriately reported to the interested parties.

This provision has been of great importance in practice. Any manifestation of dissatisfaction with a report or formal decision of the Agency, of whatever content (evaluation of programmes, centers or research) can have a procedural channel to be processed and dealt with in a professional and consistent manner.

There are three pillars on which this proactive attitude on the part of ACPUA towards the rights of those evaluated is based:

Comprehensive protection of the rights of those evaluated

The ACPUA is a public law entity and is therefore subject to compliance with the rules on guarantees and appeals established by the Spanish legal system. This means that the Agency's actions must conform to a procedural model created by Administrative Law to guarantee the rights of citizens (art. 20 of the Statutes). The most important of these rights is the right of appeal. The Agency also guarantees the institutions, for all their evaluation processes, the exercise of the right to challenge reviewers stating specific reasons and the right to be heard and to present their arguments at least once before the final decision.

In 2016, a new Administrative Procedure Act entered into force at the national level that is even more careful to safeguard the rights of those assessed. This new, much more modern legal instrument is enabling the ACPUA to simplify and speed up processes (including appeals) through the benefits of new technologies and e-government. With this new tool of law and technology, the weakness (no. 3) identified in the SWOT is certainly improved.

Processes to accommodate issues of concern

The document entitled "Procedure for the processing of appeals, complaints and claims" makes available in a clear and orderly manner to the institutions and the public all the information necessary to successfully bring a dispute to the attention of the Agency. In accordance with our internal system of quality assurance, and under the criterion of transparency, the document is housed within the tab "Rights and Guarantees" and offers the possibility of filling out a presentation form electronically.

In accordance with national and regional legislation, the Agency offers the unsatisfied person or institution two main ways to channel their dissatisfaction:

a) Appeals

The possibility of challenging the actions of a public body is a basic part of the legal system of guarantees and rights in Spain. For this reason, the appeal procedures are regulated in the ACPUA by Administrative Law (art. 21 of the Statutes). They are therefore called ''administrative appeals'' and are the main way to show disagreement with a decision of a public body.

Due to this ACPUA's legal nature, its final decisions take the form of a Director Resolution, which always include information about the specific appeal mechanism and timeframe. Moreover, many relevant technical decisions (such as the appointment of the members of a Committee or a review panel) are also a Director's Resolution and thus subject to appealing. Likewise, whenever the ACPUA forwards a review report to a higher body (the University National Board / Consejo de Universidades, for example), the final decision (in the form of a Resolution as well) is also subject to appeals in the form and deadlines stated.

It is important to note that against the final decisions, the Resolution of the Director of the Agency, the appellant is free to choose between these two options:

- Either use the internal appeal procedure with the intervention of the ACPUA Appeals Committee and a decision on the appeal within a maximum of one month.
- Or go directly to court.

It is clear that if, in the first case, the Agency does not agree, it always has the possibility of finally going to court.

a) Complaints and Claims

Complaints are dissatisfactions that indicate delays, neglect or other minor anomalies in the operation of the ACPUA's services.

ACPUA takes care of claims (and welcome suggestions) as part of its IQAS, in order to improve the quality of its services. Given that ACPUA's activity is a public service, the internal procedure to handle these is based on procedures established by regional law.

However, we are faced with a complaint when the person evaluated, instead of formally appealing, shows his dissatisfaction with the performance of the reviewers or with the development of an evaluation process. The Agency's Director will, of course, bring these complaints to the attention of the ACPUA Appeals Committee for their rapid resolution.

If the content of a complaint or claim could lead to the formulation of an action to improve an evaluation activity, the Director of the Agency shall inform the Committee in charge of designing and improving evaluation procedures of the content of the complaint or claim (Commission of Evaluation, Certification and Accreditation - CECA), including the report and recommendations of the Appeals Committee.

In this sense, we would like to point out that the ACPUA encourages this way of complaints (more

informal and quicker than the appeals) because it also constitutes an additional way of obtaining feedback for improvement. A good example is the following:

COMPLAINT ABOUT THE USE OF INCLUSIVE LANGUAGE

In March 2016, during the accreditation process of the Master's Degree in Gender Relations of the Universidad de Zaragoza, the institution presented, as usual, its observations to the provisional report. Within the comments, the university also pointed out the following:

"On the other hand, and with no other intention than to contribute to the improvement of quality, it should be noted that in the drafting of the text by the ACPUA Sub-Commission for the Evaluation of Programmes (SET), there is a certain lack of sensitivity to the need to use inclusive language. The ACPUA provisional report constantly names "the experts", "the students", "the graduates", "the associated or external professors", "the various professors", "those responsible for the degree" (sic). Although it is true that according to Grammar the masculine gender includes women, it would be convenient -and more when referring to this type of studies, where those who study and teach it are mostly women- to highlight the fact that they are present".

The institution also recalled the legal recommendation that public authorities should ensure the introduction of non-sexist language in the administrative sphere.

The management of ACPUA considered that this sign of dissatisfaction went beyond a simple technical comment about the application of the criteria for the accreditation of a master's degree and should therefore be considered as a complaint to be addressed by the ACPUA Appeals Committee. The Committee studied the matter, the Agency gave a response to the institution, the committees were given indications about the need to use inclusive language, a working group was created in this respect with the Chair on Gender Equality of the Universidad de Zaragoza and reflection was encouraged on the introduction of the gender perspective in ACPUA's evaluation activities, which has culminated in ACPUA's new Strategic Plan. In a word, this informal complaint, contained within some technical comments to a specific title, has marked a feminist turning point for the Agency.

Of course, in both cases (claims and complaints) the Agency has on its website the necessary tools to present the complaint or claim in an easy and accessible way for the interested parties, together with the possibility of processing it on the Agency's own premises and the means provided for public administrations. In addition, the Appeals Committee acts quickly and efficiently.

Appeals Committee

This is the Agency's technical body which is responsible for supervising the correct processing of the Agency's evaluation, certification and accreditation procedures in the event of any dissatisfaction, whether a complaint or an appeal, is received by the Agency. This Committee does not re-evaluate under any circumstances, as its mission is to ensure the purity and fairness of our procedures: if it finds that there has been a break of procedure, it will agree with the complainant and will decide in favour of the complainant being re-evaluated by the appropriate ACPUA technical committee. For this reason, no member of any technical committee may appear on the ACPUA Appeals Committee.

The Appeals Committee is currently made up of 5 members (always from outside the Universities of Aragon) since a foreign expert and a doctorate student have joined it. This new composition, of great originality within Spain, adds a further dimension to the development of its tasks. The comparative perspective and the student's vision encourage a richer and less legalistic approach to the cases.

The creation of this Appeals Committee in 2015 was an important initiative of the ACPUA, conceived as the best way to comply with the new standard. The fact that no complaints or appeals were received during its early days prevented the ENQA review panel from verifying its effectiveness in 2016: "Hence, although the Agency seems to have in place the appropriate mechanisms, only time will confirm its adequacy and effectiveness".

We think that time has proved right. The Appeals Committee has demonstrated its effectiveness with facts, exercising its functions as often as required and reporting on matters with diligence. The volume

of appeals filed against the Agency decisions is low (approximately 10 per year, always in relation to the Junior Academic research activity evaluation) but it must be taken into account that in these cases the response is given within a month so the Committee must report within a matter of few days.

We would like to highlight two relevant enhancing effects produced by the reports of the Appeals Committee:

- On the one hand, their work has served to increase the reasoning and consistency of the Agency's evaluation reports. On some occasions, direct feedback is even given to the evaluation panels in the form of specific "Recommendations" from the Committee. The Committee is therefore engage in the continuous improvement of our evaluations.
- On the other hand, the work of the Appeals Committee has served to promote the use of the internal appeal procedures before external judicial procedures can be started. Thanks to the Committee, the cases raised through the appeals filed with the Agency itself are studied with an additional input of attentiveness and care for the rights of reviewed. The internal appeal is then more attractive. And the proof is that since the Committee has been in operation no contentious administrative appeal has been lodged against an ACPUA decision in court.

	ACPUA Assessment activities	Final decision adopted by	Appeals Committee is engaged
STUDY PROGRAMMES	Initial accreditation	Consejo de Universidades (Government of Spain)	√
	Accreditation	Consejo de Universidades (Government of Spain)	√
	Follow up	ACPUA	√
INSTITUTIONAL EVALUATION	PACE-SGIC (IQAS Certification)	ACPUA	√
	Institutional accreditation	Consejo de Universidades (Government of Spain)	√
	Follow up accreditation	ACPUA	√
	Certification SDG / Programme ALCAEUS (Agenda 2030)	ACPUA	√
	Higher education institutions initial accreditation	Government of Aragon	√
	Partner HEI evaluation	Government of Aragon	√
	Training schools accreditation	ACPUA	√
	Programme DOCENTIA (Teaching activity evaluation system audit)	ACPUA	√
	Teaching staff evaluation system audit	ACPUA	√
RESEARCH[2]	Junior Academic research activity evaluation	ACPUA	√
	Senior lecturer with clinical link accreditation	ACPUA	√
	University research institutes	Government of Aragon	√

Table 13 Activities under supervision of the Appeals Committee

---

[2] Out of the scope of this evaluation

11. Information and opinions of stakeholders

Stakeholders' opinions are fundamental and constitute an essential element in the agency's evaluation and improvement processes as they form a fundamental part of the continuous improvement meta-evaluation process.

For instance, stakeholders have been consulted in the preparation of the new Strategic Plan (ANNEX II) through a survey that yielded interesting results, and which served to feed into the SWOT that was presented in a workshop to a representation of the stakeholders involved.

The importance of stakeholder involvement is within the very essence of the agency as a Mission:

The ACPUA's mission is to guarantee and promote the quality of the Aragon Higher Education System. This mission includes both the development of useful links between the university, the socio-productive fabric, the institutional decision-making bodies and Aragon society as a whole, and the promotion of the exchange of experiences, not only with other national and international university systems but also with other educational levels (secondary education, vocational training, etc.).

This involvement with stakeholders is an important part of the ACPUA's values as detailed below:

ACPUA		UNIVERSITIES	TEACHING STAFF	STUDENTS	EXTERNAL STAKEHOLDERS	STAFF ACPUA	ADMINISTRATION G.A	SOCIETY	AGENCIES	INTERNATIONAL
										STAKEHOLDERS
INFORMATION AND COMMUNICATION	**BOARD OF DIRECTORS**	X	X	X	X	X	X	X		X
	COMMITTEE OF EXPERTS	X	X		X	X		X		X
	CECA		X	X	X	X		X		X
	SET		X	X	X	X		X		X
	SEC		X	X	X	X		X		X
	SEI		X			X				
	APPEALS COMMITTEE	X	X	X	X	X		X		X
	REACU					X			X	
	REVIEWERS TRAINING		X	X	X			X	X	X
	SATISFACTION SURVEY	X	X	X	X	X		X	X	X
	CONTACT WEB	X	X	X	X		X	X	X	X
	SUGGESTIONS BOX	X	X	X	X		X	X	X	X
	VIDEOCONFERENCES	X	X	X	X	X	X	X	X	X
	SEMINARIES	X	X	X	X	X	X	X	X	X

Table 14 Communication with stakeholders

ACPUA – Agencia de Calidad y Prospectiva Universitaria de Aragón
Avda. de Ranillas, nº 5D, 1ª Planta. 50018 Zaragoza
Teléfono: 976 713386 - acpua@aragon.es

Page 54

- The development of relations with all stakeholders (university, administration, business world, Aragon society) through the promotion of dialogue to ensure their satisfaction.
- The promotion of student participation in the agency's activity and in the quality assurance processes.
- Cooperation with national and international higher education agencies and networks.
- Teamwork based on respect and collaboration to achieve the best working environment.

Following the recommendation received by ENQA to strengthen the participation of our stakeholders in the ACPUA's processes, activities and committees, not only are the main stakeholders (academic, student, professional, international) already present in our committees, but the agency has also developed the ACPUA+SOCIEDAD programme. The objective of the program is to promote the improvement of the quality of the university system by carrying out activities that disseminate, strengthen and develop a quality culture. Within the programme, seminars are held periodically for reflection and debate on university quality, being a place for meeting and exchanging knowledge, methods and experiences, and being highly valued.

ACPUA's communication with the different stakeholders is carried out periodically using different channels and modalities (face-to-face, videoconference, e-mail, TRELLO platform, WhatsApp…) to facilitate participation and minimize process bureaucracy.

12. Recommendations and main findings from previous review(s) and agency´s resulting follow-up

This section of our Self-Assessment report presents a summary of the improvements the ACPUA has made following the recommendations of the ENQA panel in the external review report in 2016, and the follow-up report issued in 2018. The modifications made during this time have led to changes that have improved the agency's operations and are reflected in this report. The table shows for each criterion the recommendations contained in the ENQA report and the summary of actions taken by the ACPUA in response to them.

STANDARD	RECOMMENDATIONS	ACPUA ACTIONS
2.1 Consideration of Internal Quality Assurance	The panel recommends that ACPUA continues to work with the university system to further develop the relationship between standard 2.1 and the development of effective internal quality assurance processes at institutional level. Among the possible areas for further attention, the panel would highlight the following ones: • Further strengthen the coherence of different evaluation procedures; • More schools and educational centers should be encouraged to strengthen their internal quality systems through external reviews such as the AUDIT; • More attention should be given to a student-centered learning and assessment practices.	To implement institutional accreditation, through ACPUA's own IQAS certification program of the centers. Student-centered learning is more systematically integrated into the institutional accreditation reports and into the design of the protocol of the Follow up and institutional accreditation. Cross-cutting technical committees (Follow up Committee) have been set up and existing ones strengthened to ensure the consistency of the various assessment reports.

ACPUA – Agencia de Calidad y Prospectiva Universitaria de Aragón
Avda. de Ranillas, nº 5D, 1ª Planta. 50018 Zaragoza
Teléfono: 976 713386 - acpua@aragon.es

Page 55

STANDARD	RECOMMENDATIONS	ACPUA ACTIONS
2.2 Designing methodologies fit for purpose	The panel encourages ACPUA to pursue its efforts to explore the possibilities of adapting procedures to the size and priorities of the regional higher education system. This will benefit as well from deepening the involvement of external stakeholders in designing and assessing existing and future quality assurance mechanisms.	A strategic action has been carried out to incorporate external and international stakeholders into all the agency's bodies. In the design process, improvements have been made to obtain the opinion of external stakeholders and thus understand the needs of the regional university system (programmes ACPUA+ESTUDIANTES, ACPUA+SOCIEDAD). New ACPUA programmes have been launched in Spain with the strategic objectives of Aragon in mind: ALCAEUS.
2.4 Peer-review experts	The panel recommends that ACPUA should consider involving representatives from employers and broader society in expert panels. The panel considers that this would assist the Agency in developing thematic reviews and in meeting society's demands and expectations for information. The panel furthermore recommends to review the selection mechanism of international experts, in order to facilitate the participation of international experts in review panels.	A strategic action has been carried out to incorporate external and international stakeholders into all the agency's bodies. The procedure for selecting reviewers has been improved. The ALCAEUS programme is an example of a friendly protocol to the foreign expert. The database has also been configured more friendly from the technical point of view. Renewal of the ACPUA bodies, with the presence of students, professionals and international experts have been reinforced. ACPUA+SOCIEDAD Programme.
2.6 Reporting	The panel considers that ACPUA should remain vigilant to the need for consistency in the production of reports, especially in view of the expected growth in the number of type of activities.	ACPUA publishes all its assessment reports without exception. Also negative reports in initial accreditation. Also all ACPUA reports are uploaded to the DEQAR database, having a proactive attitude.
2.7 Complaints and appeals	The panel recommends that ACPUA pays attention to the actual implementation of the mechanism of appeals and its adequacy and effectiveness, namely regarding the time for processes to be analysed, and the formal and substantive fairness achieved. The panel encourages ACPUA to promote as far as possible the use of the internal appeal procedures before external judicial procedures can be started, for the sake of speed and greater collaboration with higher education institutions.	The Appeals Committee has been strengthened to provide input not only from international experts but also from students. This measure is very innovative in Spain. The Appeals Committee has worked successfully over these years: • has reported with agility on appeals and complaints • motivated the committees to improve the motivation for the quality of their reports • has encouraged the use of internal appeal procedures. No appeals have been filed before de Courts.

STANDARD	RECOMMENDATIONS	ACPUA ACTIONS
3.1 Activities, policy and processes for Quality Assurance	The panel recommends to further increase the stakeholder participation in its work, mainly through involving representatives of the labour market and society in evaluation panels and committees, wherever deemed relevant.	The new Strategic Plan has a line of action to provide a systemic response to this recommendation. Thus, the participation of external stakeholders has been introduced in all the bodies and technical evaluation committees. In all review panels for accreditation activities in the 2020 season participate international experts.
3.4 Thematic Analysis	The panel encourages the Agency to sustain its efforts for different thematic analysis and to allocate resources to these activities as these may contribute to enhance the relevance and legitimacy of its role in promoting awareness and informed policies about quality assurance.	The new Strategic Plan has a line of action to give a systemic response to this recommendation (L4). From here, some analyses have been developed, some in collaboration with REACU. The follow-up project on labour market insertion stands out. New analyses for the improvement of the SUA.
3.5 Resources	The panel recommends that ACPUA reflects about the necessary resources in the light of longer term achievement of strategic goals and the expansion of activities. Hence, the panel recommends that the agency tries to anticipate the impact of those activities on staff, not only in terms of staffing levels but also with regard to the need for staff development and training in order to manage transition effectively. Also in relation to resources, the panel recommends that ACPUA considers the impact of the achievement of strategic goals on current activities and processes to ensure that it can adapt to work with possibly a larger number of stakeholders and also to the requirements of systems outside Aragon and Spain.	From 2016 to the present year, the agency's budget has increased by 42%. The Agency's human resources have increased by one technician and one administrative officer, from 6 to 8. The ACPUA staff has been consolidated (List of Jobs) for any contingency.
3.6 Internal Quality Assurance and professional conduct	The panel recommends that ACPUA strengthens its collaboration with other Agencies to consolidate its achievements and to foster a continuous awareness about possible limitations, areas of improvements, and necessary changes.	Collaboration with other national and foreign agencies in REACU collaborative groups has increased. The preparation of the Progress Visit in 2018, in which the Agency participated on a voluntary basis, provided an important impetus for reflection on the strengths and weaknesses of the Agency. This reflection gave way to a participatory discussion on ACPUA's new strategy. ACPUA now publishes a gender balance report (annexed to the ACPUA annual reports) and has a new strategic line L5 to promote Equality, non-discrimination, sustainability.

13. SWOT analysis

STRENGTHS	WEAKNESSES
1. Opening of markets thanks to international accreditation. 2. Improved self-esteem, confidence that things are done right. 3. Catalyst in the internationalisation of the University System of Aragon. 4. Recognition of ACPUA's evaluation process requirements vis-à-vis other European agencies. 5. Open-mindedness and transparency as differentiating features. 6. The ACPUA relates very well to other agencies. 7. Listen to the voices of stakeholders, being proactive with them. 8. Existence of an Appeals Committee to improve the quality of the reports.	1. Low participation of external stakeholders in evaluations, in panel of reviewers, making thematic reports. 2. The processing of complaints and suggestions is too dominated by administrative procedures. 3. Lack of communication of changes in processes to those affected and involved in new evaluation processes. 4. Absence of a master plan for communication that makes it impossible to improve the agency's visibility. 5. The potential for changes in the evaluation processes is not properly seen.

OPPORTUNITIES	THREATS
1. New developments in attentive and robust external quality assurance (evaluation of universities) e.g. Institutional Accreditation. 2. New interaction with universities through the possibility of fostering new developments in external quality assurance (university evaluation) may involve. 3. Fostering Institutional Accreditation. 4. Develop processes evaluation in new areas (e.g. sustainability). 5. New dimensions of quality (seals, new support for universities, strengthening of the strategic lines of universities). 6. Addressing more evaluation processes through European accreditation. 7. Creating synergies with other European agencies to set up international evaluation panels. Conducting international assessments. 8. New science law makes the ACPUA the reference agency for the evaluation of RDI projects. 9. Leading the development of SDG policy in SUA and extending it to the entire university system will create recognition of the ACPUA as a unifier. First European agency that can evaluate SDG. Quality and sustainability go hand in hand in any evaluation of the agency. 10. The ACPUA and the University could develop catalogues of good practices of "student centered learning". 11. Creation of specific labels that can promote excellence (employability, university-business relationship, etc.).	1. Growth, multiplication and diversification (specialisation) of activities is a threat due to the number of technical positions available. 2. Impossibility of finding technicians with the same skills as the current ones. 3. Multiplication of processes versus the size of the organizational structure and available resources. 4. Lack of time to reflect on the Agency's future actions. 5. Multiplication of evaluation procedures entails the risk of not always ensuring the consistency of other reports. 6. Excessive growth that does not help consistency in reporting. 7. The agency's evaluation committees are not present in ACPUA's day-to-day operations. 8. Members of evaluation committees have low availability for meetings. 9. Lack of commitment by the experts who form the committees. 10. Lack of consistency in the establishment of processes belonging or not belonging to the IQAS. 11. Introduction of new two-way processes to form and extend the culture of SDG in the university and stakeholders system, as well as to raise awareness of the project in society.

Table 15 ACPUA SWOT

14. Current challenges and Areas for future development

This Report has been written in times of pandemic. From March to June ACPUA's staff have been confined to home, as well as learners and teachers of the universities. Since June we are living in Aragon with mobility restrictions and social distance, staying alert, in transition. Neither the New Normal, nor the Old. Situation in mid-September, when the academic year 2019-2020 begins, is almost unpredictable.

Much of the preparatory work for this Self-Assessment Report (SWOT, consultations to our experts and stakeholders, etc.) is *pre pandemic*. Nobody talked us about Remote Emergency Teaching or online review main visits. For this reason, an immediate challenge is to understand the impact of COVID-19 on the quality of higher education in the short and medium term. To do this well, we need to further improve our capacities for analysing results and for designing new methodologies (not only about e-learning), in interaction with universities and in collaboration with stakeholders and other agencies. When classrooms are empty, common sense dictates that it is better to ask students first: ACPUA+ESTUDIANTES must take sensible steps in this direction.

To explore and overcome future challenges, the ACPUA Strategy 2019-2022 provides adequate priorities and milestones[3]:

- *A model of institutional evaluation* which helps to develop a robust quality culture, integrating the student-centered learning and clearly oriented to the continuous improvement of study programmes and the quality of the teaching staff. This QA activity requires today greater preparatory work with the universities and probably needs an adjustment, a second impulse, taking perhaps advantage of the advent of second cycle of institutional accreditation. A revised review process could focus more on these goals: a) the enhancement of quality by the Faculty or School; b) the identification of innovative practices; c) the congruency of IQA procedures with the center's own goals and targets.

- *A systemic and more efficient approach to quality assurance in Aragon*: a) connecting teaching and learning to research and innovation (ACPUA performs a variety of different activities that need to be simpler and better interlinked and structured); b) conducting selective and strategic evaluations, of greater use for the Aragon Higher Education System: innovation in higher education and accreditation of academic staff (starting with those in duty in regional public hospitals) seem to be emerging targets.

- *We have less than 10 years ahead of us (before 2030) for taking seriously social dimension of quality.* Programme ALCAEUS is expected to be a hallmark of the culture of quality in Aragon and must serve as a model for QA initiatives oriented by the SDG, promoting gender equality or labelling non-discriminatory practices in research and higher education.

- *Developing a functional approach to internationalisation.* ACPUA commits to working with European and other international colleagues: a) to inform the work made in Aragon; b) to learn from the experiences of others; c) to share, cooperate and mutually recognize. For us it is helpful that our quality assurance system is benchmarked against other strong regional or national systems in other countries. On the other hand, our "at home internationalisation" policy should be extended throughout participation of international experts in first-level review panels. Through cooperation with the Universidad de Zaragoza, ACPUA is committed

---

[3] We focus on the scope of the ENQA Review Report and we do not mention here areas of development in the domain of the foresight or "prospectiva".

with the development of QA activities in the area of the European University Alliances.

We are always taking about controlled developments, workable challenges. We must not forget that the first big challenge for us remains to increase human resources and keep the hardworking and proactive staff motivated and stress free. Thanks to the unwavering, permanent support of the Government of Aragon and Members of Parliament (Cortes de Aragón), the ACPUA's budget is much higher today than in 2016. But it would be desirable, however, that by means of a legal reform a multi-year contract-programme between the Government of Aragon and ACPUA could be envisaged.

ACPUA
AGENCIA DE CALIDAD Y PROSPECTIVA
UNIVERSITARIA DE ARAGÓN

Self-Assessment Report

September 2020

ANNEXES

ANNEX I: ENQA Progress Visit

The chair (Fiona Crozier, QAA) and secretary (Pedro Teixeira, Universidad de Porto) of the 2016 ENQA review panel revisited ACPUA in March 2018. This Progress Visit was very helpful. It gave us the opportunity to explain the usefulness of the report review. We tried to show our progress. But above all we were able to reflect together with stakeholders on the challenges of the future. The need of a new interaction with universities, helping to develop a robust, attentive quality culture, was on the main conclusions of the discussion. In this sense, we considered the Progress Visit as the first milestone towards the new ACPUA Strategic Plan 2019-2022.

Agenda

See website.

Report

Introduction

ACPUA (in full) underwent its first ENQA review in February 2016. The report on the review led to ACPUA's success in becoming a member of ENQA and also in being listed on the European Quality Assurance Register (EQAR).

Follow-up: purpose and conduct of the visit

In 2016, ENQA introduced the follow-up element to its review process, with a view to providing an enhancement focus on the action plan and any changes to the reviewed Agency. The process is a voluntary one. ACPUA signalled its intention to participate in a follow-up process and thus became the first member Agency of ENQA to undertake this part of the review process.

The chair (Fiona Crozier, QAA UK) and secretary (Pedro Teixeira, Universidad de Porto, Portugal) of the original review panel revisited the Agency in March 2018. In advance of the visit, they agreed that the focus of the event would be one of enhancement, aimed at assisting ACPUA to take stock of the actions it had taken so far, following the review, and at allowing the Agency to look forward to its next review by ENQA in 2021.

ACPUA, with the full agreement of the panel chair and secretary, took responsibility for the programme for the visit, though the Panel has provided regular feedback on its structure, content, and invitees. The visit began with the Agency's analysis of the usefulness of the original ENQA review report and consisted of meetings with Agency's staff and external stakeholders, some of whom had met the panel before.

Findings

Through the visit and the discussions, the panel gained a clear sense of the progress made by the Agency against recommendations and of the high level of attention to the details contained in the review report. It was apparent that ACPUA had worked extremely hard to take into account the recommendations made and also to focus on how those recommendations might lead to improvement rather than merely provide an exercise in 'box-ticking.'

The review report had been received very positively and was regarded by ACPUA as being very useful. The aspects that were particularly appreciated were the realistic tone of the report that tried to instill

in the work of the Agency a careful monitoring of the growth of activities and its consequences for sustainability, as well as the need to strengthen its resources to sustain that envisaged growth. Hence, the Agency reported that the report has been widely used over the last two years. There has been a visible increase in the financial and human resources allocated to the Agency, sustained by a growing and broad political support at the regional level for the role of the Agency. This may also be observed in the likely allocation of additional responsibilities to the Agency regarding research, though this is still under discussion among policy-makers.

The panel offered further support in the following areas:

Purposes of QA

As in many other parts of Europe, in Spain there is a growing move from accountability to enhancement in the purposes underlying quality assurance. By July of 2017, the first cycle of evaluation ended and institutional evaluation has come to the forefront of discussions about accreditation in Aragon and in Spain. Furthermore, there has been some clarification of the roles of ANECA and of the regional agencies, with the former being allocated a more subsidiary role and the latter a primary role. However, these are very different evaluation processes and pose significant challenges. On the other hand, it reinforces the necessity to work with universities, something that it was already mentioned in the review report and to which ACPUA has devoted significant attention in recent years.

The interaction with universities will be very important in the growth of processes of accreditation for internal quality assurance systems in institutions and for institutional evaluation. In both cases, this will mean trying to help faculties and departments to develop a robust and attentive quality culture that may sustain the delegation of major responsibilities to them regarding the monitoring and continuous improvement of programmes.

Another important dimension of collaboration with universities is the follow-up of graduates and of their transition to the labour market and employability, an area that may be also very relevant in raising the awareness among external stakeholders about the relevance and impact of QA processes in Aragon and in Spain.

Multiplication of Evaluation Processes

The growth of activities and the diversification of processes has become a relevant challenge for the Agency. One the one hand, this has been the result of successful review that has included in the Agency's activities the ex-ante review of programmes. On the other hand, there has been a significant growth in research evaluation and pressure related to the evaluation of teaching staff. Moreover, there are prospective changes with the forthcoming regional law of science that will also allocate additional tasks to ACPUA.

One of the important challenges relates to the review of postgraduate programs. Postgraduate education has been through significant changes and it is regarded as being insufficiently flexible. Thus, the Agency, together with other Spanish agencies, has been discussing how to balance the educational and research dimensions of these reviews. On the one hand, these programmes have a strong research component, especially since before the Bologna process they were mainly focused on the development on individual research projects of each student. In terms of the review process, and although some synergies may exist between processes, it also requires an adaptation of staff, reviewers, processes to new procedures and purposes.

Additionally, the Agency has been developing some work outside Aragon, as was already seen at the time of the review. This has not constituted a major commitment and it has contributed to the recognition and confidence of the Agency. Furthermore, it has also contributed to nurture the collaboration with other Agencies in Spain

Preparation of the new Strategic Plan

ACPUA has started the preparations for its forthcoming Strategic Plan. The panel considers that this document should be articulated with the annual activity plans and should set out in what way the latter monitors and analyses the extent of which the Agency is progressing according to its priorities and milestones defined in the Strategic Plan. This would also require making the Annual Plan becomes more analytical and not merely a description of the operational activity throughout the year. This should assist the Agency to monitor its progress annually and over the period of the strategic plan.

Conclusions

The panel believes that allowing the Agency to take control of the agenda and the site visit worked extremely well, allowing the focus of the event to be on the Agency's view of how and where it was improving but leaving room for discussion and input from the panel. It also mitigated against the event becoming review-focused. The panel was able to engage in dialogue with the Agency and its stakeholders.

The panel hopes that the short feedback provided in this report, as well as the visit itself, will enable ACPUA to continue working effectively to fulfil the goals set out in its action plan and to move towards effective preparation for its next ENQA review.

The panel would like to thank ACPUA for the openness and transparency with which it approached the process and wishes the Agency every success in the future.
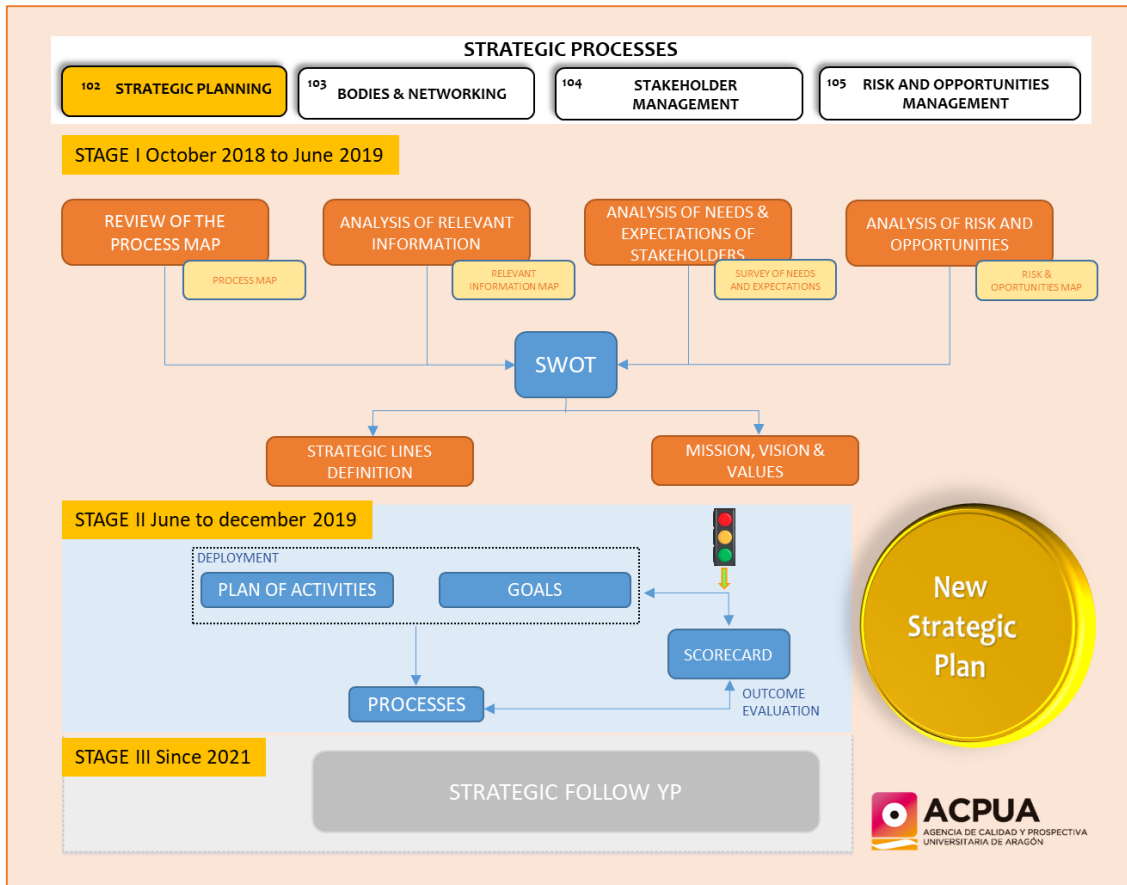
Fiona Crozier and Pedro Teixeira

April 2018

ANNEX II: Strategic Plan and Strategic Lines (2019-2022)

N.°	STRATEGIC LINE	2019 annual GOALS	2020 annual GOALS
L1	INSTITUTIONAL ACCREDITATION AND ITS IMPACT ON HIGHER EDUCATION QUALITY ASSURANCE	To Promote Institutional Accreditation in Aragon Higher Education System	To Promote Institutional Accreditation in Aragon Higher Education System
		To develop teaching staff evaluation programmes	To develop teaching staff evaluation programmes
		To analyse trends in institutional reaccreditation	**To design institutional follow-up and reaccreditation protocols**
L2	CONTINUOUS IMPROVEMENT IN TEACHING & LEARNING ASSESSMENT	To fulfil the evaluation programmes	To fulfil the evaluation programmes
L3	QUALITY IMPROVEMENT IN RESEARCH AND INNOVATION	To analyse those aspects of the Aragon Science Act that the Agency could implement	To analyse those aspects of the Aragon Science Act that the Agency could implement
		To carry out assigned research evaluation processes	To carry out assigned research evaluation processes
		To develop the PCDVC (Tenured PhD-holding Associate Professor) accreditation protocol	**To develop and validate the PCDVC accreditation protocol**
L4	"VISION PROSPECTIVA": PROMOTING EXCELLENCE, STRATEGIC EVALUATIONS AND THEMATIC ANALYSES	To conduct graduate labour market insertion studies	To conduct graduate labour market insertion studies
		To promote thematic analysis on the Aragon Higher Education System	To promote themed analyses on the Aragon Higher Education System
			To promote excellence and strategic evaluations

IV

	STRATEGIC LINE	2019 ANNUAL GOAL	2020 ANNUAL GOAL
L5	DEVELOPMENT OF THE SOCIAL DIMENSION OF QUALITY	To define indicators for the evaluation of sustainability in Higher Education Institutions (HEIs)	To develop an evaluation programme for the implementation of Agenda 2030 in the Aragon Higher Education System
		To incorporate equality criteria in evaluation processes	To encourage the principle of equality and respect for diversity in sexual orientation
L6	OPENNESS TO STAKEHOLDERS	To increase the participation of Stakeholders in all the Agency's processes	To increase the participation of Stakeholders in all the Agency's committees and processes
			To provide information to and meet the expectations of Aragon society
L7	INTERNATIONALISATION OF THE AGENCY AND OPENING UP TO OTHER UNIVERSITY SYSTEMS	To increase ACPUA's participation in international spheres	To increase ACPUA's participation in international spheres
		To increase ACPUA's participation in areas other than the Aragon Higher Education System	Increase ACPUA's visibility throughout Spain
L7 + 1	ADAPTATION OF THE AGENCY'S STRUCTURE TO NEW TRENDS IN THE EUROPEAN HIGHER EDUCATION AREA	To strengthen the Agency's structure	To strengthen the Agency's structure
		To adapt the Agency's IQAS to the new quality standards (ISO 9001:2015)	

Creation Process of the Strategic Plan

STRATEGIC PROCESSES

| ¹⁰² STRATEGIC PLANNING | ¹⁰³ BODIES & NETWORKING | ¹⁰⁴ STAKEHOLDER MANAGEMENT | ¹⁰⁵ RISK AND OPPORTUNITIES MANAGEMENT |

STAGE I October 2018 to June 2019

- REVIEW OF THE PROCESS MAP — PROCESS MAP
- ANALYSIS OF RELEVANT INFORMATION — RELEVANT INFORMATION MAP
- ANALYSIS OF NEEDS & EXPECTATIONS OF STAKEHOLDERS — SURVEY OF NEEDS AND EXPECTATIONS
- ANALYSIS OF RISK AND OPPORTUNITIES — RISK & OPORTUNITIES MAP

SWOT

- STRATEGIC LINES DEFINITION
- MISSION, VISION & VALUES

STAGE II June to december 2019

DEPLOYMENT
- PLAN OF ACTIVITIES
- GOALS
- SCORECARD
- PROCESSES
- OUTCOME EVALUATION

New Strategic Plan

STAGE III Since 2021

STRATEGIC FOLLOW YP

ANNEX III: The Transversal Improvement programmes

ACPUA+

Programme ACPUA+ESTUDIANTES

Launched in: 2014

Staff responsible for programme: Management, technician for research, innovation & prospective

Bodies supervising: Transversal working Group of student members of the Board of Directors and technical bodies (*since 2020*)

2019-2022 Strategic Line: L6

The goal is to strengthen:

- Student integration in ACPUA's structure.
- Student participation in ACPUA's quality assurance activities.
- Cooperation and stable relations with Student Unions in Aragon.
- Student training in main QA processes.
- Quality culture: student awareness about QA and QA Agencies.
- A common understanding of learners' needs and SCL (Student-centred learning).
- Feedback from students about the impact of the pandemic (**ACPUA Strategic Forum post-COVID**).
- Needs of students in transition to university.

Description of actions: http://acpua.aragon.es/en/acpua-students

Programme ACPUA+SOCIEDAD

Launched in: 2018

Staff responsible for programme: Management, technician for QA.

Bodies supervising: Committee of Experts and Commission of Evaluation, Certification and Accreditation (CECA)

2019-2022 Strategic Lines: L6 and L5

The goal is to strengthen:

- Integration of external stakeholders (professional practitioners, industry, society) in the ACPUA's structure.
- Participation of external stakeholders (professional practitioners, industry, society) in the ACPUA's quality assurance activities.

- Joint commitment to social dimension of quality and sustainability (achieving the SDGs).
- Cooperation and stable relations with business associations, academic staff unions, professional colleges, social associations, chambers of commerce and cluster-based economic sectors in Aragon.
- Awareness of ACPUA's mission and actions among Aragon society.
- A common understanding of innovation in higher education, technological changes and labour market needs.

Description of actions: http://acpua.aragon.es/en/acpua-society

Programme ACPUA+INTERNACIONAL

Launched in: 2016

Staff responsible for programme: Management, technician for QA Internationalisation

Bodies supervising: Committee of Experts

2019-2022 Strategic Line: L7

The goal is to strengthen:

- Integration of international experts in ACPUA's structure.
- Participation of international experts in ACPUA's quality assurance activities.
- Insertion into international Associations and global Networks.
- Development of QA activities abroad.
- Cooperation and stable relations with non-Spanish QA Agencies.
- Participation in international projects, particularly within the EHEA.

Description of actions and events: http://acpua.aragon.es/en/acpua-international

ANNEX IV: Composition and functions of ACPUA bodies

1. Governing and administration bodies

Board of Directors

The Board of Directors is the highest body of the Agency, being the governing board of the Agency.

Its main function is dictating the general strategy of the Agency: approval of the programming and annual report on the activities, approval of budgets, approval of strategic plans, approval of yearly report, etc.

Composition:

a) The Minister of Science, Higher Education and Knowledge Society (Chair).
b) General Director for Higher Education (Vice-president).
c) Agency´s Director (Secretary).
d) Rector of the Universidad de Zaragoza.
e) Rector of Universidad San Jorge.
f) President of the Social Advisory Board of the Universidad de Zaragoza.
g) General Director for Research and Innovation.
h) Vice-president for Academic Affairs of the Universidad de Zaragoza.
i) Vice-president for Academic Affairs of the Universidad San Jorge.
j) Two experts, members of the Committee of Experts, appointed by the Chair.
k) Two students, appointed by the highest student participation organ from the Universidad de Zaragoza and Universidad San Jorge.
l) Two representatives of the most important trade unions.
m) Two representatives of the most important business associations.

Current members:

Chair

Maru Díaz Calvo

Minister of Science, Higher Education and Knowledge Society from the Aragon Government

Vice-chair

Ramón Guirado Guillén

Aragon General Director for Higher Education

Secretary

Antonio Serrano González

Chief Executive of the ACPUA

Members

José Antonio Mayoral Murillo

Rector of the Universidad de Zaragoza

María Berta Sáez Gutiérrez

Rector of the Universidad San Jorge

Manuel Serrano Bonafonte

President of the Social Advisory Board of the Universidad de Zaragoza

Enrique Navarro Rodríguez

General Director for Research and Innovation from Aragon Government

Gerardo Sanz Saiz

Vice-Rector for Academic Affairs of the Universidad de Zaragoza

Alejandro López del Val

Vice-Rector for Academic Affairs of the Universidad San Jorge

Fiona Crozier

Member of the Committee of Experts

Eva Ferreira García

Member of the Committee of Experts

Gonzalo Martínez Marcos

President of the Student's Council from the Universidad de Zaragoza

Manuel Mas Ferrer

Student Representative from the Universidad San Jorge

Ana Gargallo Castel

Representative of CCOO trade union

Josefina Jiménez Villar

Representative of UGT trade union

Juan Carlos Dehesa Conde

Representative of CEOE Aragón, the Confederation of employers and industries

Carmelo Pérez Serrano

Representative of CEPYME Aragón, the Confederation of small and middle size companies

X

Committee of Experts

The ACPUA's advisory body is composed of national and international experts and is in charge of providing advice and recommendations and supervising the enhancement of the ACPUA's methodologies and activities.

Functions:

- Report about the Agency´s activity in national or international evaluation, accreditation or strategic foresight processes.

- Propose organizational innovations in the Agency´s structure.

- Propose enhancement plans towards the improvement of the Aragon higher education system and report about the progress of the existing ones.

- Propose to the Director the appointment of all assessment, certification and accreditation Committees' members (Evaluation Committees and review panel members).

- Assess periodically the Agency´s activities, suggesting enhancement measures.

- Any other related function as mandated by the Board of Directors.

Composition:

At least:

a) Two Spanish experts in QA in higher education. At least one of them must work outside the region of Aragon.

b) Two international experts in QA in higher education.

Current members:

Laurent Mayali, Chair

Lloyd M. Robbins Professor, Berkeley Law, Universidad de California

Fiona Crozier

International Expert (Ireland)

Eva Ferreira García

Professor of the Universidad del Pais Vasco

Carlos Martín Montañés

Professor of the Universidad de Zaragoza

Máximo Valenciano Arranz

President of INYCOM

2. Technical bodies

Commission of Evaluation, Certification and Accreditation (*Comisión de Evaluación, Certificación y Acreditación,* CECA)

The Commission of Evaluation, Certification and Accreditation (CECA) is the ACPUA's technical commission in charge of evaluation, certification and accreditation. In order to carry out those responsibilities, this commission has the ability to create technical committees of experts (*subcomisiones*) in the different knowledge areas.

Functions:

- Produce the evaluation, certification and accreditation procedures proposals and the required updates or modifications. These proposals will determine the evaluation standards and criteria that will be used for the evaluation, certification and accreditation decisions, as well as the procedures to access the information of the institutions subject to review.

- Issues the proposals for experts to be appointed as reviewers.

- Provide advice about any related issue upon requests of ACPUA's Director or Board of Directors.

Composition:

At least:

a) ACPUA's Director, also Chair of this Commission.

b) At least, five renowned experts in the field of evaluation and quality assurance.

Current members:

Antonio Serrano González, *Chair*

Chief Executive

Patricia Espejo Megías

Universidad de Castilla La Mancha

Vacancy

(Academic staff)

María Leonor González Menorca

Universidad de La Rioja

Francisco Gracia Navarro

Universidad de Cordoba

Ignacio Ladrero Paños, *Student*

Universidad de Zaragoza

Luis A. Polo Rubio, *External stakeholder*

Cruz Roja Española

Teresa Sánchez Chaparro *External stakeholder*

QA Expert, Madrid

Erika Soboleva, International

Director of the AKKORK, Russia

Appeals Committee

This technical body is responsible for supervising the correct implementation of the ACPUA's evaluation, certification and accreditation procedures.

Functions:

a) Report on appeals against ACPUA's final evaluation decisions (Director´s resolutions), ensuring the correct application of the protocols and without reassessment capacity.

b) Inform about complaints and report to ACPUA's Director.

c) Provide support and advice about complaints, appeals or any other issue related to the guarantees and ethics of evaluation.

Composition:

Committee members are renowned experts whose main occupation does not take place in the Aragon Higher Education System and who are not part of any other committee of ACPUA.

At least, three renowned experts (two of them will have a legal background).

Current members:

Gabriel Morales Arruga, *Chair*

Expert in Law, State´s Attorney

Manuel Cachón Cadenas

Professor of Procedural Law at the Universitat Autònoma de Barcelona

Carmen Ocal García

Research Professor at the Institute of Materials Science of Barcelona (ICMAB-CSIC)

Cristina Rodríguez Coarasa

Professor of Constitutional Law at the University Rey Juan Carlos of Madrid

Cosimo Cascione, International

Professor of Roman Law at the Università degli Studi "Federico II" di Napoli

Patricia Cifredo Ortíz, Student

PhD student at the Faculty of Law at the Universidad de Sevilla

3. Evaluation bodies

Programmes Evaluation Committee (Subcomisión de Evaluacion de Titulaciones, SET)

Functions:

- Produce evaluation reports according to the protocols and methodologies determined by the Commission of Evaluation, Certification and Accreditation.

- Generate reports about the evaluation activity in:

Study programme initial accreditation	Study programme initial accreditation
	Ex-ante evaluation of master programmes in the arts
	Joint programmes review
	Study programme modification
Study programme accreditation	
Study programme follow-up	

Composition:

At least, five renowned experts, one for each field of knowledge, and a student with expertise in quality assurance.

All of them are external to the Aragon Higher Education System.

Current members:

Jordi Suriñach Caralt, *Social & Legal Sciences (Chair)*

Universidad de Barcelona

Mariano Esteban de Vega, *Arts & Humanities*

Universidad de Salamanca

Andrés Prat Marín, *Health Sciences*

Universidad de Barcelona

Celso Rodríguez Fernández, *Sciences*

Universidade de Santiago de Compostela

Elena Valderrama Vallés, *Engineering & Architecture*

Universitat Autònoma de Barcelona

María Josefa de la Torre Molina, *Higher Education in Arts*

Universidad de Málaga

Beatriz Atienza Carbonell, *Student*

Universidad de Valencia

Irene Melchor Lacleta, *External stakeholder*

Reyes Católicos High School, Ejea de los Caballeros (Zaragoza)

Julio Gaitán Bohorquez, *International expert*

Universidad del Rosario (Bogotá)

Institutions Evaluation Committee (Subcomisión de Evaluación de Centros, SEC)

Functions:

- Produce evaluation reports according to the protocols and methodologies determined by the Commission of Evaluation, Certification and Accreditation.

- Generate reports about the evaluation activity in:

Training schools evaluation
Higher education institutions initial accreditation.
Teaching activity evaluation system audit (DOCENTIA Programme)
Teaching staff evaluation system audit
Partner HEI evaluation
PACE SGIC (IQAS Certification)
Institutional accreditation
Certification ODS/Agenda 2030 (ALCAEUS Programme)
Follow-up accreditation

Composition:

At least, four renowned experts, and a student with expertise in institutional evaluation.

All of them are external to the Aragon Higher Education System. The member with highest category, seniority and age, in this order, will act as Chair of the Committee.

Current members:

José Ángel Domínguez Pérez, *Chair*

Universidad de Salamanca

Gaspar Ros Berruezo

Universidad de Murcia

Miguel Valero García

Universitat Politècnica de Catalunya – Barcelona Tech (UPC)

Gloria Zaballa Pérez

Universidad de Deusto

María Jesús Blanco Sánchez, Student

Universidad Pablo de Olavide (Sevilla)

Ana Rosa Gómez Arroyo, External stakeholder

QA expert, Valencia

Berta Fernández Álvarez, International

University of Leiden (Netherlands)

Research Evaluation Committee (Subcomisión de Evaluación de la Investigación, SEI)

Functions:

- Produce evaluation reports according to the protocols and methodologies determined by the Commission of Evaluation, Certification and Accreditation.
- Generate reports about the evaluation activity in:
    - University research institutes initial accreditation
    - University research institutes accreditation
    - Junior academic staff research activity.
    - Research projects evaluation.
    - Any other processed, as established by the Commission of Evaluation, Certification and Accreditation.

Composition: See website

Evaluation Committees by Field of Knowledge & PhD (CER)

For composition and current members see website

Follow up Committee

For composition and current members see website

ANNEX V: Processes Map
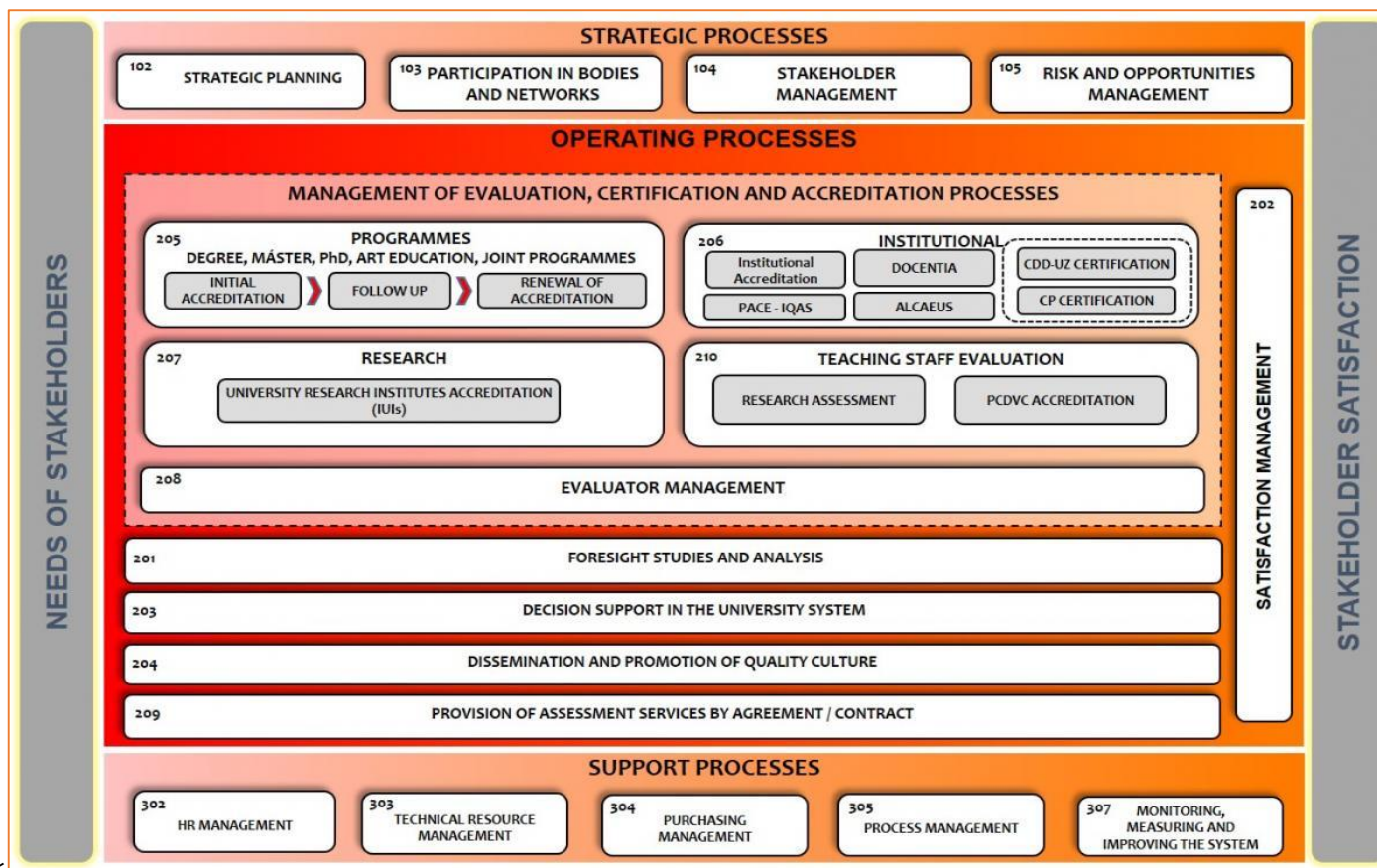
ANNEX VI: Novelties & improvements introduced related to ESG Part 2

Note: the links to evidence are published on our website (usually in Spanish)

Programmes evaluations

ESG	Study Programme Initial Accreditation	Study Programme Follow-up	Study Programme Accreditation
2.1			
2.2	The assessment protocol has been designed together with the Spanish agencies. This common protocol is periodically reviewed, with the participation of stakeholders, to adapt it in order to be more effective in Aragon.		The assessment protocol has been designed together with the Spanish agencies. This common protocol is periodically reviewed, with the participation of stakeholders, to adapt it in order to be more effective in Aragon.
2.3	As an ex - ante evaluation, Spanish legislation does not provide a visit. For this reason, ACPUA has increased the interaction with the universities during the process.	Those degrees whose renewal of accreditation is conditional on the presentation of an improvement plan, the follow-up is carried out with a visit.	
2.4	The assessment process involves academic, students, international experts, external stakeholders, all those outside the University System of Aragon.	New cross-cutting Committee to follow-up the programmes of the Agency	The assessment process involves academic, students, international experts, external stakeholders, all those outside the University System of Aragon.
2.5			
2.6	All reports resulting from this process are published without exception (even those with unfavourable results) in ACPUA web and in DEQAR There are several documents that develop the assessment guides ensuring the consistency of the assessments in the face of the new teaching – learning methods	All reports resulting from this process are published without exception (even those with unfavourable results) in ACPUA web and in DEQAR	All reports resulting from this process are published without exception (even those with unfavourable results) in ACPUA web and in DEQAR
2.7			

ESG	PACE-SGIC Programme (IQAS Certification)	Institutional accreditation	Higher education institutions initial accreditation
2.1		This activity focuses expressly on the effectiveness of the universities' Internal Quality Assurance Systems and their proper correlation with the quality criteria for degrees set out in Part 1 of the ESG.	
2.2	In the design of the evaluation protocol, special interest has been taken in arranging feedback from the universities, including a first pilot evaluation.		The procedure that regulates this process is currently under review given that the creation of centers is closely related to the dimensions and strategic priorities of the University System of Aragon.
2.3	The Committee (SEC) that prepares the evaluation report has recently been reformed to increase the technical capacity and versatility of the experts. This Committee includes international experts.	The Committee (SEC) that prepares the evaluation report has recently been reformed to increase the technical capacity and versatility of the experts. This Committee includes international experts.	The Committee (SEC) that prepares the evaluation report has recently been reformed to increase the technical capacity and versatility of the experts. This Committee includes international experts..
2.4	The evaluation process involves academic, students, international experts, external stakeholders, all of them outside the University System of Aragon. Our evaluation panels are characterized by the incorporation of academics from the majority field of knowledge in the center to be evaluated.		
2.5			
2.6	All reports resulting from this process are published without exception (even those with unfavourable results) in ACPUA web and in DEQAR		
2.7	Following the launch of this programme, an expert in the legal framework for center certification and institutional accreditation has joined the Appeals Committee of the ACPUA		

ESG	Training schools evaluations	Teaching staff evaluation system audit
2.1		
2.2		
2.3	The Committee (SEC) that prepares the evaluation report has recently been reformed to increase the technical capacity and versatility of the experts. This Committee includes international experts.	The Committee (SEC) that prepares the evaluation report has recently been reformed to increase the technical capacity and versatility of the experts. This Committee includes international experts.
2.4		
2.5		
2.6	The ACPUA awards a distinctive seal to centers with positive evaluation. These are non-university centers that receive a seal from a university quality agency, thus making ACPUA's results accessible to a broader community than academics.	The results of the self-assessment of the Universidad de Zaragoza certified by ACPUA are not published because they affect individuals and are therefore subject to Spanish legislation on data protection.
2.7		

ESG	ALCAEUS Programme	DOCENTIA Programme Teaching activity evaluation system audit
2.1	This new Programme is aimed at centers that have already obtained certification of their Internal Quality Assurance System.	
2.2	The design of this protocol has been preceded by a very novel, intense and unparalleled experimental process of consultation and participation with internal and external stakeholders in Aragon (Project **Making connections between the Institutional Evaluation and the Sustainable Development Goals**).	
2.3	The Committee (SEC) that prepares the evaluation report has recently been reformed to increase the technical capacity and versatility of the experts. This Committee includes international experts.	The Committee (SEC) that prepares the evaluation report has recently been reformed to increase the technical capacity and versatility of the experts. This Committee includes international experts.
2.4	The training of the experts participating in the panels is bilingual (in Spanish and English), in order to have a greater number of international experts who can join the panels.	The panels of experts employed by ACPUA in this process are shared by other Spanish agencies participating in the DOCENTIA program. This is possible because there is a planning and task distribution system common to the agencies involved.
2.5		
2.6		The use of shared panels in this program is a guarantee of the consistency of the evaluations, regardless of the agency issuing the reports.
2.7		

ANNEX VII: Providing material and reflection – The ACPUA Seminars

2020

23 de junio de 2020
Webinar
Formación Evaluadores Certificación Agenda 2030 ODS
Por ACPUA.
Lugar: Plataforma zoom.
-Material en Archivo ACPUA: SÍ.
-Difusión del Material (vídeo): https://www.youtube.com/watch?v=rmOo78X8UYw&t=5s
-Difusión de Material (FAQ'S):
https://acpua.aragon.es/sites/default/files/200623_form_alcaeus_preguntas.pdf
-Link: http://acpua.aragon.es/es/eventos/proximo-webinar-acpua-230620-formacion-evaluadores-certificacion-agenda-2030-ods

22 de febrero de 2020
Participación en Jornada
Presentación del programa ACPUA+ESTUDIANTES en V Jornadas de Formación para Estudiantes.
Organiza: Consejo de Estudiantes de la Universidad de Zaragoza (CEUZ).
Participa: Antonio Serrano, Director de ACPUA.
Lugar: Jaca.
-Material en Archivo ACPUA: SÍ.

7 de febrero de 2020
Jornada ACPUA
Criterios para la Evaluación de Investigación en ACPUA.
Por Antonio Serrano Director de ACPUA, Isabel Ortega Mª Jesús Yagüe Guillén, Catedrática de la Universidad Autónoma de Madrid, experta en evaluación de la investigación
Lugar: Instituto de Ciencias de la Educación. Universidad de Zaragoza.
-Material en Archivo ACPUA: SÍ.
-Difusión del material: https://acpua.aragon.es/sites/default/files/200206_fdual_ferreira.pdf
-Link: http://acpua.aragon.es/es/noticias/seminario-acpua-sobre-formacion-dual-universitaria

6 de febrero de 2020
Seminario ACPUA
Formación Dual Universitaria: la experiencia del País Vasco.
Por Eva Ferreira, Catedrática de Economía Aplicada en la Universidad del País Vasco (UPV/EHU) y Ex directora de la agencia de calidad universitaria Unibasq.
Lugar: Auditorio del IAACC Pablo Serrano. Zaragoza.
-Material en Archivo ACPUA: SÍ.
-Difusión del material: https://acpua.aragon.es/sites/default/files/200206_fdual_ferreira.pdf
-Link: http://acpua.aragon.es/es/noticias/seminario-acpua-sobre-formacion-dual-universitaria

2019

29 de octubre de 2019
Seminario ACPUA
Conectando Aragón al Espacio Europeo de Educación Superior: DEQAR, una nueva herramienta europea para la movilidad y el reconocimiento mutuo.
Por Antonio Serrano, Director de ACPUA e Isabel Ortega Coordinadora Técnica de ACPUA.
Presenta: María Eugenia Díaz, Consejera de Ciencia, Universidad y Sociedad del Conocimiento del Gobierno de Aragón.
Lugar: Sala Ordesa, Edificio Pignatelli. Zaragoza.
-Material Archivo ACPUA: SÍ.
-Difusión del material: https://acpua.aragon.es/sites/default/files/191029_presentacion_deqar.pdf
-Link: http://acpua.aragon.es/es/noticias/conectando-aragon-acto-de-presentacion-de-deqar-la-nueva-base-europea-de-datos-sobre-la

17 de octubre de 2019
Seminario ACPUA
Presentación a los Centros de la Universidad de Zaragoza del Programa de Certificación 2030 ALCAEUS. (Programa mOtivaDoS).
-Material en Archivo ACPUA: SÍ.
-Difusión del material: https://acpua.aragon.es/sites/default/files/191017_presentacion_alcaeus-uz.pdf
-Link: http://acpua.aragon.es/es/noticias/la-acpua-participa-en-la-jornada-de-presentacion-del-ii-informe-ecodes-en-la-universidad-de

10, 11 y 12 de septiembre de 2019
Participación en Curso de la REACU
Curso de Verano de la UIMP: Aseguramiento de la calidad y reforma de la ordenación de las enseñanzas universitarias.
Ponencia de Antonio Serrano, Director de ACPUA.
Participantes: Autoridades, Directores miembros de la REACU, Rectores y Vicerrectores de universidades españolas y técnicos de calidad de las Agencias españolas en la puerta del Palacio de la Magdalena en Santander.
-Material en Archivo ACPUA: SÍ.
-Link: https://acpua.aragon.es/es/noticias/la-acpua-en-el-curso-de-verano-de-la-uimp-sobre-aseguramiento-de-la-calidad-y-reforma-de-la

5 y 6 de septiembre de 2019
Participación en Jornada
XIII Jornadas de Innovación Docente e Investigación Educativa: Procesos, estilos y cambios en la calidad de la docencia en Aragón.
Por Antonio Serrano, Director ACPUA.
Lugar: Paraninfo, Universidad de Zaragoza.
-Material en Archivo ACPUA: SÍ.
-Link: https://acpua.aragon.es/es/noticias/la-acpua-en-las-xiii-jornadas-de-innovacion-docente-e-investigacion-educativa-de-la-u-de

11 de julio de 2019
Participación de ACPUA
Bolonia 20 años después.
Bolonia: ¿qué ha cambiado y qué queda por hacer?
Por Antonio Serrano, Director de ACPUA.
Lugar: Universidad del País Vasco.
-Material en Archivo ACPUA: SÍ.

6 y 7 de junio de 2019
Participación de ACPUA
Participación en la Asamblea General de la ECA. Presentación del Programa ALCAEUS de Certificación 2030 de Universidades y Centros en *el* **Working Group: "Innovation in QA and Accreditation".**
Isabel Ortega y Nacho Lozano.
Lugar: Riga (Letonia)
-Link: https://acpua.aragon.es/es/noticias/la-acpua-participa-en-la-asamblea-general-de-la-eca-presentado-en-riga-letonia-el-programa

31 de mayo de 2019
Seminario ACPUA
Los estándares de calidad universitaria, ¿pueden ser globales? Estrategias actuales en Europa, Asia y África.
Por Fiona Crozier, Directora de Relaciones Internacionales (Head of International) en la Quality Assurance Agency for Higher Education (QAA) del Reino Unido. Presentación: Mariano Moneva, Decano FEE.
Lugar: Facultad de Economía y Empresa de la Universidad de Zaragoza.
-Material: Solicitado, no facilitado por la ponente.
-Link: https://acpua.aragon.es/es/noticias/el-31-de-mayo-jornada-de-reflexion-estrategica-de-acpua

31 de mayo de 2019
Seminario ACPUA
Preparación del Plan Estratégico de ACPUA: Debate abierto. Jornada de cierre de la fase 1.
Por Antonio Serrano, Director de ACPUA; Isabel Ortega Coordinadora Técnica de ACPUA y Marta Aguado Técnico de Qualitas Management S.L.
Lugar: Sala de Juntas del Consejo Social de la Universidad de Zaragoza
-Material en Archivo ACPUA: SÍ.
-Link: https://acpua.aragon.es/es/noticias/el-31-de-mayo-jornada-de-reflexion-estrategica-de-acpua

28 y 29 de mayo de 2019
Encuentro Internacional ACPUA
The 2030 Agenda: Embarking QA Agencies and stakeholders in this collective journey.
Ponentes/Participantes día 28:
Antonio Serrano Director de ACPUA; Alejandra Cortés Directora de la Cátedra Juan de Lanuza en innovación educativa (Universidad de Zaragoza); Gracia Serrano Directora de Calidad, Acreditaciones y Ranking, ESIC Business & Marketing School (Madrid); Ignacio Pemán Presidente del European Council of Spatial Planners (ECTP-CEU); Alberto Caronte, Foqus Fondazione Quartieri Spagnoli (Nápoles) y Julio Gaitán Profesor de la Universidad del Rosario (Bogotá).
Ponentes/Participantes día 29:
Daniella Tilbury University of Cambridge / Government of Gibraltar; Carlos Pérez Rector de la Universidad San Jorge (Zaragoza); Dolores Cepero Subdirectora de la Escuela Politécnica Superior de

Huesca (Universidad de Zaragoza); Laura Peiró Presidenta del Consejo de Estudiantes (CEUZ-Universidad de Zaragoza); Paloma Ibarra Directora del Secretariado de Modernización, Vicerrectorado de Prospectiva, Sostenibilidad e Infraestructura (Universidad de Zaragoza); Elena de Mier Evaluadora ACPUA y Coordinadora del Convenio AECID-Fundación ACS; Marta Fonolleda Directora de AQUA (Andorra); Isabel Ortega Coordinadora de Calidad de ACPUA; Nacho Lozano Técnico de Calidad de ACPUA; Eva Ferreira Vicepresidenta de ENQA y Directora de Unibasq; Pilar Garcés Ex-Directora General de Universidades e Investigación de la Junta de Castilla y León ; Martí Casadesús Director de AQU Catalunya y José Ángel Domínguez Director de ACSUCYL.
Lugar: Laboratorio Subterráneo de Canfranc (LSC). Canfranc-Estación (Huesca).
-Material en Archivo ACPUA: SÍ.
-Link noticias: https://acpua.aragon.es/es/noticias/la-acpua-presenta-su-nuevo-programa-piloto-alcaeus-para-la-certificacion-2030-en-el
-Link eventos: http://acpua.aragon.es/es/eventos/encuentro-internacional-en-los-pirineos-2030-agenda

10 de abril de 2019
Seminario ACPUA
Los análisis transversales de la AEQES: sobre cómo las Agencias generan conocimiento útil para el futuro de las enseñanzas.
Por Caty Duykaerts, Directora Ejecutiva de la Agence pour l'Evaluation de la Qualité de l'Enseignement Supérieur (AEQES). Bruselas –Bélgica. Vicepresidenta de la European Association for Quality Assurance in Higher Education (ENQA), miembro de su Board desde 2012.
Lugar: Sala Hermanos Bayeu. Edificio Pignatelli. Zaragoza.
-Material en Archivo ACPUA: SÍ.
-Difusión del material: https://acpua.aragon.es/sites/default/files/aeqes_thematic_analyses.pdf
-Link: https://acpua.aragon.es/es/eventos/seminario-los-analisis-transversales-de-la-aeqes-sobre-como-las-agencias-generan

29 de marzo de 2019
Participación de ACPUA
Los estudios feministas y de género, actuaciones y respuestas institucionales.
Dentro del V Encuentro de la plataforma universitaria de estudios feministas y de género (EUFEM), en la mesa redonda: "Los estudios feministas y de género: actuaciones y respuestas institucionales".
Por: Antonio Serrano, Director de ACPUA.
Lugar: Facultad de Ciencias Económicas y Empresariales de la Universidad Autónoma de Madrid.
-Material en Archivo ACPUA: SÍ.
-Link: https://acpua.aragon.es/es/noticias/v-encuentro-eufem

15 de marzo de 2019
Seminario ACPUA
Validación Stakeholders Aragón. Proyecto "Making connections between the institucional evaluation and the sustainable development goals. Empowerting Stakholders for Quality enhacement".
Lugar: Sede ACPUA. Zaragoza.
-Material en Archivo ACPUA: SÍ.

8 de febrero de 2019
Participación de ACPUA
Criterios para la evaluación de la actividad investigación en ACPUA.

En programación cursos de formación del Instituto de Ciencias de la Educación (ICE) de la Universidad de Zaragoza.
Por Antonio Serrano, Director de ACPUA e Isabel Ortega, Coordinadora Técnica de Calidad de ACPUA.
Lugar: Instituto de Ciencias de la Educación (ICE). Zaragoza.
-Material en Archivo ACPUA: SÍ.

21 de enero de 2019
Seminario ACPUA
La evaluación del profesor contratado doctor con vinculación clínica al sistema sanitario público de Andalucía.
Por Francisco Gracia, Director de Evaluación y Acreditación de la Agencia Andaluza del Conocimiento (DEVA-AAC).
Lugar: Sala de Grados de la Facultad de Medicina de la Universidad de Zaragoza.
-Material en Archivo ACPUA: SÍ.
-Link: https://acpua.aragon.es/es/noticias/la-agencia-de-andalucia-explica-en-zaragoza-la-evaluacion-del-profesorado-contratado-doctor
-Link: https://acpua.aragon.es/es/noticias/la-agencia-de-andalucia-explica-en-zaragoza-la-evaluacion-del-profesorado-contratado-doctor

17 de enero de 2019
Seminario ACPUA
Aplicación del Programa ACPUA de Certificación de Centros.
Por Antonio Serrano, Director de ACPUA; Isabel Ortega, Coordinadora Técnica de ACPUA; Gloria Zaballa, miembro del comité de evaluación de centros y Gracia Serrano evaluadora y experta en certificación de centros.
Lugar: Sala Polivalente, Expo Empresarial.
-Material en Archivo ACPUA: SÍ.
-Difusión del material: SI
https://acpua.aragon.es/sites/default/files/2019_01_15_programa_evaluacion_centro_acpua_ponencia_gracia_serrano_ed.1.pdf
-Link: https://acpua.aragon.es/es/eventos/sesion-informativa-sobre-la-aplicacion-del-programa-acpua-de-certificacion-de-centros

2018

13 y 14 de diciembre de 2018
Encuentro Internacional ACPUA
II Fórum Andorra – Aragón sobre calidad y sostenibilidad en la educación superior
Organizan: ACPUA y AQUA.
Presentan:
José Antonio, Mayoral Rector Magnífico de la Universidad de Zaragoza.
Carlos Pérez, Rector Magnífico de la Universidad San Jorge.
Marta Fonolleda, Directora de la Agència de Qualitat de l'Ensenyament Superior d'Andorra (AQUA).
Antonio Serrano, Director de ACPUA.
Conferenciante:
Daniella Tilbury (Gibraltar / Cambridge University) El *compromiso de la universidad con la calidad y la sostenibilidad*
Intervienen:
Nahia Roche y **Florència Aleix,** Ministeri d'Afers Exteriors. Govern d'Andorra.

Josep Enric Dallerès, President de la Comissió Nacional Andorrana per la UNESCO.
Oriol Travesset, Investigador de l'Observatori per a la Sostenibilitat d'Andorra.
María Oria, Fundación ECODES Zaragoza.
Francisco Menor y **Elena de Mier,** Fundación ACS Madrid.
Ignacio Pemán, Presidente del Consejo Europeo de Urbanistas Zaragoza / Bruselas.
Paloma Ibarra, Directora del Secretariado de Modernización, Vicerrectorado de Prospectiva, Sostenibilidad e Infraestructura de la Universidad de Zaragoza.
Meritxell Gallo, Directora del Departament d'Ensenyament Superior, Recerca i Ajuts al Estudi. Govern d'Andorra.
Virginia Larraz, Directora del Centre de Ciències de la Salut i de l'Educació. Universitat d'Andorra.
Lugar: CaixaForum, Zaragoza.
-Material en Archivo ACPUA: SI (parcial).
-Link: https://acpua.aragon.es/es/noticias/ii-foro-andorra-aragon-sobre-calidad-y-sostenibilidad-en-la-educacion-superior

30 de noviembre de 2018
Seminario ACPUA
Criterios para la evaluación de la actividad investigación en ACPUA.
En programación de cursos de *Formación para la Investigación* de la Universidad de La Rioja.
Por Antonio Serrano, Director de ACPUA; Mª Jesús Yagüe Guillén, Catedrática de la Universidad Autónoma de Madrid, experta en evaluación de la investigación e Isabel Ortega, Coordinadora Técnica de Calidad de ACPUA.
Lugar: Universidad de La Rioja, Logroño.
-Material en Archivo ACPUA: SÍ.
-Link: https://acpua.aragon.es/es/noticias/sesion-de-formacion-sobre-evaluacion-de-sexenios-en-la-rioja

22 y 23 de noviembre de 2018
Participación ACPUA
II Congreso sobre violencia contra las mujeres en Aragón
Presentación de la Plataforma Universitaria de Estudios Feministas y de Género.
Intervienen:
Antonio Serrano, Director de ACPUA; Rosa San Segundo, Catedrática de la Universidad Carlos III de Madrid; MªÁngeles Millán, Directora de la Cátedra de Igualdad de la Universidad de Zaragoza.
Organiza: Instituto Aragonés de la Mujer, Ministerio de la Presidencia Relaciones con las Cortes e Igualdad**.**
Lugar: Universidad de Zaragoza.
-Material en Archivo ACPUA: SÍ
-Link: https://acpua.aragon.es/es/noticias/la-acpua-en-el-ii-congreso-sobre-violencia-contra-las-mujeres-de-aragon

14 de noviembre de 2018
Seminario ACPUA
Presentación del Proyecto TeSLA: una novedosa herramienta para la evaluación virtual de estudiantes universitarios.
Organizada conjuntamente por las agencias de Aragón (ACPUA) y Cataluña (AQU Catalunya).
Ponentes: Antonio Teixeira, Director del Departamento de Educación y Educación a Distancia de la Universidade Aberta de Portugal, (UAb), Esther Huertas, gestora de proyectos de AQU Catalunya, Anna Guerrero y Xavier Baró, profesores de la Universitat Oberta de Catalunya (UOC).

Lugar: Sala Expo, Zaragoza Empresarial. Zaragoza.
-Material en Archivo ACPUA: SÍ.
-Link: https://acpua.aragon.es/es/noticias/proyecto-tesla-una-novedosa-herramienta-para-la-evaluacion-virtual-de-estudiantes

12 de noviembre de 2018
Participación de ACPUA
Séminaire 3L Transversalis: Life Long Learning
El sistema universitario de Aragón
Por Antonio Serrano, Director de ACPUA.
-Material en Archivo ACPUA: SÍ.
-Link: https://acpua.aragon.es/es/noticias/la-acpua-hablo-en-perpignan-de-la-calidad-del-sistema-universitario-de-aragon

7 de noviembre de 2018
Seminario ACPUA
Presentación del proyecto: Making connections between the Institutional Evaluation and the Sustainable Development Goals. Empowering stakeholders for quality enhacement (Q&S&HE)
Lugar: Universidad San Jorge.
-Material en Archivo ACPUA: SÍ.
-Link: https://acpua.aragon.es/es/noticias/sesion-de-formacion-en-calidad-y-sostenibilidad-en-la-universidad-san-jorge

3 de octubre de 2018
Encuentro Internacional ACPUA
1º FORO Andorra-Aragón sobre calidad y sostenibilidad en la Educación Superior: Empowering stakeholders for quality enhancement.
Organizan: ACPUA y AQUA.
Lugar: Principado de Andorra.
-Material en Archivo ACPUA: SÍ.
-Link: https://acpua.aragon.es/es/noticias/i-foro-andorra-aragon-sobre-calidad-y-sostenibilidad-en-la-educacion-superior

6 de septiembre de 2018
Mesa redonda de ACPUA
Mesa Redonda y conferencia ACPUA en el Congreso Internacional de Orientación Universitaria (CIOU 2018):
Administraciones y Agencias de Calidad ante la Orientación Educativa Universitaria.
Conferencia coloquio: El aseguramiento de la calidad en la enseñanza superior al servicio de los estudiantes y la sociedad.
Organiza: Universidad de Zaragoza.
Lugar: Paraninfo de la Universidad de Zaragoza.

7 y 8 de junio de 2018
Mesa redonda de ACPUA
Mesa Redonda: Avances en la acreditación institucional de centros universitarios en las IX Jornadas de reflexión y debate de las Unidades de Calidad de las Universidades Españolas.
Interviene: Antonio Serrano, Director de ACPUA.
Organiza: Universidad de Zaragoza.

Lugar: Edificio Paraninfo de la Universidad de Zaragoza.
-Material en Archivo ACPUA: SÍ.

16 de mayo de 2018
Seminario ACPUA
Las competencias transversales.
Ponente: Javier Oliver, Director del Instituto de Ciencias de la Educación de la Universidad Politécnica de Valencia (UPV).
Lugar: Aula Magna del Edif. Paraninfo de la Universidad de Zaragoza.
-Material en Archivo ACPUA: SÍ.
-Link: https://acpua.aragon.es/es/noticias/seminario-acpua-universidad-de-zaragoza-sobre-competencias-transversales

18 de abril de 2018
Seminario ACPUA
5 + 1 Views on Higher Education and Quality Assurance.
Organiza: ACPUA.
Presenta: Antonio Serrano, Director de ACPUA.
Intervienen:
Guillermo Fatás, Emeritus Professor of Ancient History Universidad de Zaragoza; Isabel Ortega, Quality Coordinator of ACPUA; Máximo Valenciano, CEO Inycom; Ignacio Ladrero, former Student representative Universidad San Jorge; Maribel Campo, Universidad de Salamanca-Fundación ONCE.
Cierre:
Fernando Beltrán, Aragon Vice-Minister for Innovation, Research and Higher Education.
José Antonio Mayoral, Rector of the Universidad de Zaragoza.
Lugar: Paraninfo de la Universidad de Zaragoza.
-Material en Archivo ACPUA: SÍ.
-Difusión del Material:
-Link: https://acpua.aragon.es/es/noticias/8th-enqa-members-forum-welcome-zaragoza

27 de febrero de 2018
Seminario ACPUA
Presentación del programa de Acreditación Institucional a los Centros de la Universidad de Zaragoza. Última hora de la acreditación institucional. Preparando el programa PACE – SGIC de ACPUA.
Lugar: Paraninfo de la Universidad de Zaragoza.
-Material en Archivo ACPUA: SÍ.

Junio 2018
Seminario ACPUA
Diálogos con la ACPUA. Sesiones bottom/up con las universidades.
Lugar y fechas:
Zaragoza: 1 de junio.
Teruel: 7, 5, 8, 9 junio.
Huesca: 11, 13, 20 junio.
-Material en Archivo ACPUA: SÍ.
-Link: https://acpua.aragon.es/es/noticias/sesiones-de-focus-group-en-zaragoza-teruel-y-huesca-dialogos-con-acpua

2017

1 de diciembre de 2017
Participación de ACPUA
La calidad universitaria y el papel de los estudiantes en Aragón en el IV Foro AVAP de Calidad Universitaria.
Por Antonio Serrano, Director de ACPUA.
Organiza: Agència Valenciana d'Avaluació i Prospectiva (AVAP).
Lugar: Valencia.
-Material en Archivo ACPUA: SÍ.

29 de noviembre de 2017
Participación de ACPUA
Las Agencias de Calidad y Evaluación en el Acto de Presentación del proyecto Formación Universitaria en Diseño para todas las personas.
Por Antonio Serrano, Director de ACPUA.
Organiza: ONCE- Conferencia de Rectores de las Universidades Españolas y Ministerio de Sanidad, Asuntos Sociales e Igualdad.
Lugar: Madrid.
-Material en Archivo ACPUA: SÍ.

24 de noviembre de 2017
Seminario ACPUA
La evaluación de la actividad investigadora (Sexenios).
Por Antonio Serrano Director de ACPUA; Isabel Ortega, Coordinadora Técnica de Calidad de ACPUA; Mª Jesús Yagüe Guillén, Catedrática de la Universidad Autónoma de Madrid, experta en evaluación de la investigación
Lugar: Universidad de La Rioja.
-Material en Archivo ACPUA: SÍ.
-Link: http://acpua.aragon.es/es/noticias/la-acpua-imparte-un-seminario-de-formacion-sobre-evaluacion-de-sexenios-en-la-rioja

23 de noviembre de 2017
Seminario ACPUA
El desarrollo técnico de la ordenación de enseñanzas universitarias en España.
Presenta: Cristina Rodríguez Coarasa, Subdirectora General de Ordenación Académica del MECD.
Lugar: Sala Bayeu, Edificio Pignatelli. Zaragoza.
-Material en Archivo ACPUA: SÍ.
-Link: http://acpua.aragon.es/es/noticias/seminario-acpua-con-cristina-rodriguez-coarasa-10-anos-de-real-decreto-13932007

12 y 13 de octubre de 2017.
Participación de ACPUA
1st ENQA Seminar for Recently Reviewed Agencies in The Hague, 12-13 October 2017: Embedding the ESG 2015 experiences from agencies.
Por Antonio Serrano, Director de ACPUA.
Organiza: ENQA.
Lugar: La Haya
-Material en Archivo ACPUA: SÍ.

23 de mayo de 2017
Seminario ACPUA
Los criterios y estándares europeos de calidad (ESG) en un entorno universitario diverso. Su utilidad y aplicación vistas desde Bruselas.
Presenta: Teresa Sánchez Chaparro, Miembro del Board de ENQA y Experta de la CTI.
Lugar: Sede de ACPUA. Sala videoconferencias. Zaragoza.
-Material en Archivo ACPUA: SÍ.

9 de marzo de 2017
Seminario ACPUA
La evaluación de la internacionalización y de otras dimensiones excelentes de los títulos.
Presenta: Martí Casadesús, Director de AQU Catalunya y Jordi Riera, Vicerrector de Política Académica, Universitat Ramon Llull.
Lugar: Sala Pilar Sinués, Paraninfo de la Universidad de Zaragoza.
-Material en Archivo ACPUA: SÍ.

23 de febrero de 2017
Seminario ACPUA
Midiendo la inserción laboral de los egresados: un coloquio sobre buenas prácticas.
Presenta: Antonio Serrano, Director de la ACPUA.
Intervienen:
Francisco Michavila, Director Cátedra UNESCO de la UPM.
Luis Carlos Correas, Vicerrector de Investigación y Empresa de la Universidad San Jorge. *Lecciones aprendidas del seguimiento de la inserción laboral de egresados.*
Manuel Serrano, Presidente del Consejo Social de la Universidad de Zaragoza. *La inserción laboral desde la perspectiva de afiliación a la Seguridad Social.*
José Eduardo López Pereira, Director de la agencia de calidad de Galicia ACSUG. *El estudio de inserción laboral en Galicia: algo más que datos estadísticos.*
Anna Prades, Gestora de Proyectos de la agencia catalana AQU. *La integración de indicadores de inserción laboral como motor de cambio.*
Carlos Oliván, Jefe de Servicio de la Dirección General de Universidades, Gobierno de Aragón. *El proyecto de seguimiento a egresados aragoneses.*
Lugar: Sala Jerónimo Zurita. Edificio Pignatelli. Zaragoza.
-Material en Archivo ACPUA: SÍ.

26 de enero de 2017
Seminario ACPUA
Agenda 2030: la Calidad Universitaria como Objetivo de Desarrollo Sostenible (ODS): un programa para las agencias.
Por Juan José Cubero Marín, experto en calidad y ex miembro de la CECA.
Lugar: Sede de ACPUA. Sala videoconferencias
-Material en Archivo ACPUA: SÍ.

XXX

2016

1 de diciembre de 2016
Seminario ACPUA
La calidad de las universidades en el Reino Unido.
Por: Douglas Blackstock, Director de QAA
Lugar: Sede de ACPUA. Sala videoconferencias. Zaragoza.
-Material en Archivo ACPUA: SÍ.

08 de noviembre de 2016
Seminario ACPUA
La evaluación de la actividad investigadora por parte de ACPUA.
Por: Antonio Serrano, Director de ACPUA
Lugar: Centro de Investigación y Tecnología Agroalimentaria de Aragón (CITA). Zaragoza.
-Material en Archivo ACPUA: SÍ

17 de octubre de 2016
Seminario ACPUA
Buenas prácticas que vienen de Portugal: Funciones y estrategia del Gabinete de Apoyo al Tutorado del Instituto Superior Técnico (IST) de Lisboa.
Por: Sofia Sá, Formadora de profesorado del IST
Lugar: Sede de ACPUA. Sala videoconferencias. Zaragoza.
-Material en Archivo ACPUA: SÍ.
-Link: http://acpua.aragon.es/es/noticias/buenas-practicas-desde-lisboa-apoyo-estudiantes-y-profesores-en-el-instituto-tecnico-de

27 de junio de 2016
Seminario ACPUA
Conectando universidad y empresa: los Doctorados Industriales.
Apertura: José Antonio Beltrán, Director General de Universidades
Presenta: Pilar Zaragoza, Vicerrectora de Transferencia e Innovación Tecnológica.
Mesa redonda: Sergio Santo Domingo, Director I+D, Fersa Bearings.
Xabier Gabarrell, Ex Director del ICTA, Secretario Académico de la Escuela de Doctorado de la UAB y Eva Labastida, Responsable de Evaluación de Titulaciones de la agencia Unibasq.
Modera: Antonio Serrano, Director de ACPUA.
Lugar: Sala Jerónimo Zurita, Edificio Pignatelli. Zaragoza.
-Material en Archivo ACPUA: SÍ.
-Link: https://acpua.aragon.es/es/eventos/conectando-universidad-y-empresa-los-doctorados-industrial

ANNEX VIII: Translation of standards 1.1-1.10 into the ACPUA criteria and processes

ESG PART 1	PROGRAMMES EVALUATIONS				INSTITUTIONAL EVALUATIONS							
	Initial accreditation	Accreditation	Follow up	PACE - SGIC	Institutional Accreditation	Follow-up	ALCAEUS (*10)	Higher education institutions initial accreditation	Partner HEI evaluation	Training schools accreditation	DOCENTIA	Teaching Staff Evaluation System Audit
1.1.Policy for quality assurance	Criterio 9	Criterio 3	Criterio 3	Criterio 1.1	Assessment based on PACE-SGIC certification (*8)	On development	Dimensión 1 y 3	Dimensión A	Criterio 1	This certification is carried out on the programmes follow-up reports (*14)	Dimensión 1	Not applicable (*17)
1.2. Design and approval of programmes	Criterios 2, 5 y 8	Criterio 1	Criterios 2, 5 y 8	Criterio 2.1			Criterio 4a.1	Not applicable	Not applicable		Dimensión 2	
1.3 Student-centered learning, teaching and assessment	Criterios 3, 5 y 8	Criterios 1 y 6	Criterios 1 y 6	Criterio 3.1			Dimensión 4a	Not applicable	Not applicable		Dimensión 2	
1.4. Student admission, progression, recognition, certification	Criterio 4	Directriz 1.4 y 1.5	Directriz 1.1 y 1.2	Criterio 3.1			Not applicable	Not applicable	Not applicable		Not applicable	
1.5 Teaching staff	Criterio 6	Criterio 4	Criterio 4	Criterio 3.2			Dimensión 5	Dimensión B	Criterio 2		Dimensión 1, 2 y 3	
1.6 Learning resources & student support	Criterio 7	Criterio 5	Criterio 5	Criterio 3.3			Dimensión 6	Dimensión C	Criterio 3		Dimensión 2	
1.7 Information management	Criterios 8 y 9	Criterios 3 y 7	Criterios 3 y 6	Criterio 4.1 y 5.1			Dimensión 1	Not applicable	Not applicable		Dimensión 2	
1.8 Public information	Criterio 4	Criterio 2	Criterio 2	Criterio 5.2			Dimensión 2 (criterio 2.1)	Not applicable	Not applicable		Dimensión 1 y 2	
1.9 On-going monitoring and periodic review of programmes	Criterios 8 y 9	Criterios 1 y 3	Directriz 1.1 y Criterio 3	Criterio 2.1			Not applicable	Not applicable	Not applicable		Dimensión 2	
1.10 Institutions should undergo external quality assurance in line with the ESG on a cyclical basis	(*1)	(*3)	(*5)	(*7)	(*9)		(*11)	(*12)	(*13)	(*15)	(*16)	(*18)

REFERENCE DOCUMENT	(*2) (Spanish) Evaluation Protocol	(*4) (Spanish) Evaluation Protocol	(*6) (Spanish) Evaluation Protocol	(Spanish) Evaluation Protocol	(Spanish) Evaluation Protocol	(Spanish) Evaluation Protocol	(Spanish) Evaluation Protocol	(Spanish) Evaluation Protocol	(Spanish) Evaluation Protocol	(Spanish) Evaluation Protocol	(Spanish) Evaluation Protocol

(*1) The Study Programme Initial Accreditation process is the first stage in a regulatory framework that requires official university degrees to be subject to a cyclical external evaluation process. The reference royal decree is Royal Decree 1393/2007 and its subsequent updates.

(*2) As an example, the guide for the Study Programme Initial Accreditation of Degree and Master. In the case of PhD, all the standards of Part 1 are considered, although they may appear to be linked to some different criteria due to the special characteristics of these programmes have led to the creation of an adapted evaluation protocol. See Evaluation protocol document (in spanish).

(*3) The Study Programme Accreditation implies that university degrees have to undergo a cyclical external evaluation process. This aspect is reflected in the legal regulations in force in Spain, including Royal Decree 1393/2007 and its subsequent updates.

(*4) As an example, the guide for the Study Programme Accreditation of Degree and Master. In the case of PhD, all the standards of Part 1 are considered, although they may appear to be linked to some different criteria due to the special characteristics of these programmes have led to the creation of an adapted evaluation protocol. See Evaluation protocol document (in spanish).

(*5) The Study Programme Follow-up implies that university degrees have to undergo a cyclical external evaluation process. This aspect is reflected in the legal regulations in force in Spain, including Royal Decree 1393/2007 and its subsequent updates.

(*6) As an example, the guide for the Study Programme Accreditation of Degree and Master. In the case of PhD, all the standards of Part 1 are considered, although they may appear to be linked to some different criteria due to the special characteristics of these programmes have led to the creation of an adapted evaluation protocol. See Evaluation protocol document (in spanish).

(*7) Obtaining the certification of the implementation implies the renewal of the certification every 5 years.

(*8) Institutional accreditation is governed by RD420/2015 only for centres with IQAS certification and 50% of programmes with renewed accreditation.

(*9) Obtaining the certification of the implementation implies the renewal of the certification every 5 years.

(*10) The ALCAEUS programme applies to centers with certified IQAS. ESG 1.4 and 1.9 are reviewed in the assessment for IQAS certification.

(*11) Obtaining the certification of the implementation implies the renewal of the certification every 5 years.

(*12) The Higher Education Institutions Initial Accreditation is based on the review of the foreseen teaching offer, personal, material and economic resources according to the Royal Decree 420/2015, of 29 May, on the creation, recognition, authorisation and accreditation of universities and university centers. Once the center has been authorised, its teaching offer must be evaluated in accordance with the Royal Decree 1393/2007 and its subsequent updates.

(*13) The Partner HEI Evaluation is based on the review of their teaching offer, personal, material and economic resources, following the Royal Decree 420/2015, of 29 May, on the creation, recognition, authorisation and accreditation of universities and university centers. The teaching offer is evaluated in accordance with the Royal Decree 1393/2007 and its subsequent updates.

(*14) This certification is carried out on the programmes follow-up reports.

(*15) Obtaining the certification of the implementation implies the renewal of the certification every 3 years.

(*16) Obtaining the certification of the programme implies the renewal of the certification every 5 years.

(*17) The process consists of the certification of the evaluation carried out by the Universidad de Zaragoza on its teaching staff.

(*18) Annual certification.

ANNEX IX: Reviewer Selection Procedure

REVIEWER SELECTION PROCEDURE

(Approved by the Commission of the Evaluation, Certification and Accreditation, CECA, on 17 July 2020)

1. INTRODUCTION

The aim of this document is to establish the procedure and criteria for selecting reviewers to participate in the various Aragon Agency for Quality Assurance and Strategic Foresight in Higher Education (ACPUA) evaluation programmes.

These criteria for selecting reviewers are based on the ESG and the Principles for the Selection of Experts approved by the European Consortium for Accreditation (ECA), as detailed in the pertinent documentation for each evaluation process on the ACPUA website.

2. ACPUA POOL OF REVIEWERS

ACPUA has a pool of reviewers on a publicly accessible, permanently open web platform where reviewer candidates can register, and where they can become part of the pool. Via this platform, candidates can also add all the information they deem relevant (including their CV) so that this is taken into consideration by the Commission of Evaluation, Certification and Accreditation (CECA) at ACPUA during the reviewer selection procedure.

Privacy policy for the Agency's Pool of Reviewers:

- **Data Controller:** Aragon Agency for Quality Assurance and Strategic Foresight in Higher Education (ACPUA)
- **Purpose:** Your personal data will be processed for the purpose of your considering you as a candidate for an external reviewer for ACPUA.
- **Legal Basis:** Processing is necessary for the performance of a task carried out in the public interest.
- **Recipients:** ACPUA has signed collaboration agreements with ANECA and other agencies to facilitate the exchange of reviewers. These exchanges are governed by the provisions of each agreement, always in compliance with the regulations in force on personal data protection and requesting express permission from the participant.
- **Rights:** You can exercise your rights to access, correction, erasure and portability of your data as well as the restriction and opposition of it being processed in compliance with the provisions of Organic Act 3/2018 of 5 December on the Protection of Personal Data and Guarantee of Digital Rights.

3. GENERAL CRITERIA

The following criteria will be taken into account when selecting expert reviewers for the Agency's evaluation bodies, committees and commissions, as well as panels of experts who also participate in

evaluations:

- **Gender balance:** care is to be taken to ensure a similar proportion of men and women.
- **Geographical origin:** reviewers who participate in the Aragon Higher Education System evaluation processes will carry out their professional activity in a different area. Care is to be taken to ensure diversity in geographical origin. Experts from Aragon universities will only be available in the case of processes undertaken by agreement/contract with institutions outside the Aragon Higher Education System. Likewise, when ACPUA evaluates for a foreign country, it will endeavour to include experts from that country.
- **International participation:** An international expert reviewer will be included in the Agency's bodies, committees and commissions and, whenever possible, in evaluation panels.
- **Participation of external stakeholders:** An external stakeholder will be included in the Agency's bodies, committees and commissions and, whenever possible, in evaluation panels.
- **Student participation:** A student will always be included in the Agency's bodies, committees and commissions and evaluation panels (with the logical exception of processes of evaluation of research and evaluation of individuals).

4. SPECIFIC CRITERIA

All experts must be included in the "ACPUA Pool of Reviewers".

4.1 Academic reviewer

Requirements:

- To belong to academic staff (tenured professor).
- To have no professional ties with the universities in the Aragon Higher Education System, except in the case of evaluation processes performed outside of said system.
- To have a minimum of 1 five-year teaching period (or equivalent) and 1 six-year period of research (or equivalent).

Other merits:

- Teaching experience.
- Prior experience in a university one-person management position.
- Knowledge of and experience in the design and management of university degrees.
- Experience in external evaluations of study plans/programmes or institutions.
- Knowledge of and experience in the design and implementation of higher education quality assurance systems.
- Knowledge of and experience in the evaluation of institutional follow-up or accreditation.
- Experience in processes of verification, follow-up and/or renewal of degree accreditation.

4.2 International expert

Requirements:

- To have no professional ties with the universities in the Aragon Higher Education System, except in the case of evaluation processes performed outside of said system.
- Linguistic competence and fluency in Spanish.

Other merits:

- Teaching experience.
- Prior experience in a university one-person management position.

- Knowledge of and experience in the design and management of university degrees.
- Experience in external evaluations of study plans/programmes or institutions.
- Knowledge of and experience in the design and implementation of higher education quality assurance systems.
- Knowledge of and experience in the evaluation of institutional follow-up or accreditation.
- Experience in processes of verification, follow-up and/or renewal of degree accreditation.
- Knowledge of the Aragon Higher Education System and of the current regulations on both a national and regional level that refer to the evaluation of university programmes.

4.3 External stakeholder

Requirements:

- At least 4 years of professional experience.
- Main professional activity undertaken outside the scope of the Aragon Higher Education System, with the exception of evaluation processes conducted outside of the system in question.

Other merits:

- Experience in the Agency's functions and objectives.
- A university degree with national validity or from an officially recognised university.

4.4 Student

Requirements:

- To be studying for an undergraduate, master's or doctoral degree or have completed their studies within the past three years.
- To not be undertaking their studies or to have completed their studies in any of the universities in the Aragon Higher Education System, except in the case of evaluation processes performed out of said system.

Other merits:

- Experience in higher education evaluation processes.
- Experience in higher education enhancement processes.

4.4 Researcher

Requirements:

- Main research and professional activity undertaken outside Aragon, with the exception of evaluation processes conducted outside of the Aragon Higher Education System.
- A minimum of 2 six-year periods or equivalent research activity.

Other merits:

- Knowledge of and experience in one or more of the following processes (depending on the evaluation programme in which the reviewer will participate):
  - Participation as a reviewer in the evaluation of six-year periods.
  - Participation in evaluation processes in international, national or autonomous community evaluation agencies or bodies.
  - Experience in management positions related to research activity (University Research Institution Management Teams, former Vice Chancellor for Research, ...)

5. CANDIDATE SELECTION PROCEDURE

The documentation for each evaluation process (published on the Agency's website) clearly defines the type of reviewer profile required. The Agency chooses experts registered in the Pool of Reviewers that meet the criteria in the profile specified. In the event that there are no experts for a particular profile registered in the Pool of Reviewers, ACPUA may advertise the selection process through civil service job offers already published, or similar procedures, or through signing collaboration agreements that include exchanging reviewers (always in accordance with regulations in force on the protection of personal data).

A shortlist of experts is analysed by the ACPUA Commission of Evaluation, Certification and Accreditation which, based on the general criteria outlined above, issues a proposal for experts to be appointed as members of a particular body, committee, commission or panel.

The ACPUA will contact the candidates proposed by the Commission of Evaluation, Certification and Accreditation (CECA) to enquire as to their availability and to be able to create the corresponding panel as per the general criteria explained in section 3 of this document.

After the expert reviewers selected have accepted and signed the ACPUA Code of Ethics, the Director of the Agency will proceed to appoint them. Any person may appeal against these appointments.

6. TRAINING OF REVIEWERS

The ACPUA will always provide the necessary and specific training for all expert reviewers. The training offered is therefore personalised and always depends on the specific profile of each reviewer and on the evaluation process in which he or she will be participating. Depending on the reviewers' profile and experience, different training activities will be set up, ranging from general training to specific training for each process. Training will preferably be carried out online and always prior to the evaluation activity.

7. EVALUATION OF REVIEWERS

In compliance with section 8.4 of the ISO 9001:2015 standard referring to the "control of externally provided products and services", once the evaluation process has been completed, a performance review will be conducted of ACPUA expert reviewers who participate in evaluation processes. This assessment will be carried out by the technical secretary of the panel, commission, sub-commission or committee and, where applicable, the ACPUA Evaluation, Certification and Accreditation Commission analysing the following aspects of service provision: ability to collaborate in a multidisciplinary team, adherence to deadlines, technical competence and the level of quality of deliverables.

This evaluation will be taken into consideration in the meta-evaluation of the evaluation process.

Process of creation and reviewing of this procedure:

Version n°	Date	Changes made
0	27/01/2014	Document approved by the CECA
1	17/07/2020	Information included on stakeholders and international experts. Format and Agency's logo updated.

ANNEX X: The report conclusions

QA Processes	Formal outcome	Recommendation for improvement	Best practices	Strengths and weaknesses
PROGRAMMES				
Initial accreditation	v	v		
Accreditation	v	v	v	v
Follow up	v	v	v	v
INSTITUTIONAL EVALUATION				
PACE-SGIC (IQAS certification)	v	v	v	
Institutional accreditation	v	v	v	
Follow up accreditation	ON DEVELOPMENT			
ALCAEUS (Agenda 2030)	v	v	v	v
HEI initial accreditation	v	v	v	
Partner HEI evaluation	v		v	v
Training schools accreditation	v	v	v	v
DOCENTIA programme	v	v		v
Teaching staff evaluation system audit	v	v	v	