



STRATEGIC PLAN

2010 - 2012



Strategic planning for AVEPRO *June 2010*

GOALS AND OBJECTIVES

1. Establish the structure of AVEPRO:

1.1 *Ensure the structure and organisation of AVEPRO are sufficient to achieve its goals and objectives.*

Action items:

- ✓ Develop regulations for the Board and Scientific Committee;
- ✓ Present to the Congregation CE names of possible new members of the Scientific Committee;
- ✓ Definition of a time schedule for the SC and Board of Directors meetings.

1.2 *Establish sustainable funding mechanisms for AVEPRO*

Action items:

- ✓ Establish staffing and funding benchmarks with other comparable agencies in Europe (IUQB, Finnish, Danish, Dutch) and then present case to APSA (Vatican Central Administration);
- ✓ Presentation to the CEC of a suggested scheme of fees and charge to be applied to Institutions and Faculties.

1.3 *Establish respective positioning between AVEPRO and potential Regional branches.*

Action items:

- ✓ Establish the framework for relationship between AVEPRO and its branches
- ✓ Develop protocol for the establishment of branches and the appointment of members to branches;

1.4 *Establish respective positioning between AVEPRO and national QA agencies*

Action items:

- ✓ Develop a policy paper outlining the range of possible approaches for interacting with national quality agencies (priority item) in order to ensure that the quality requirements of AVEPRO for the Institutions/faculties in the various jurisdictions are met; develop a strategy of recognition of evaluation made by National Agencies;
- ✓ Attend national and international meetings of EUA, ENQA, INQAHEE etc., to establish relationships with other agencies;
- ✓ Collect data on national accreditation agencies and quality agencies and the requirements in the various countries.



1.5 *Prepare for membership of ENQA and inclusion on the European Quality Assurance Register for Higher Education*

Action items:

- ✓ Organisation of a meeting with the President of ENQA, Professor Hopbach;
- ✓ Define a precise plan for the evaluation of Institutions over the next two years
- ✓ Check with ENQA on scope of review that is required to ensure membership- Review other published, successful ENQA applications to determine scope necessary;
- ✓ Set up an External Review cycle for Universities: see 2 & 3;
- ✓ Ensure the systems and processes for quality assurance are in line with the criteria for membership of ENQA and EQAR;
- ✓ Commission and undertake an external review of AVEPRO to take place when convenient (internal process);
- ✓ Submission for ENQA full membership.

YEAR	2010				2011				2012			
	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th			
Establish the structure of AVEPRO												
Ensure the structure and organisation of AVEPRO are sufficient to achieve its goals and objectives												
Establish sustainable funding mechanisms for AVEPRO												
Establish respective positioning between AVEPRO and potential Regional branches												
Establish respective positioning between AVEPRO and national QA agencies												
Prepare for membership of ENQA												

2. Support the development of capacity for internal quality assurance within the ecclesiastical institutions:

2.1 *Define and schedule activities in various countries accordingly with the Institutions*

Action items:

- ✓ Define a specific plan of action for information Seminars (when necessary) in specific countries (eg France, Italy, Spain);

2.2 *Development of operational processes*

Action items:

- ✓ Organisation of an information seminar for Faculties located in Italy outside Rome
- ✓ Organisation of two Seminars with the Faculties located in Rome (Pontifical Universities and others)



- ✓ Set out a possible time schedule for an internal review cycle;
- ✓ Set out a possible time schedule for a review cycle (internal and external) in those Institutions where it is possible to reach an agreement with National Agencies (eg Lithuania);
- ✓ Establish a Quality Officer/function in each Institution/Faculty.

2.3 Development of support and training

Action items:

- ✓ Set up a meeting/conference at national level with Universities and bigger institutions to explain the internal review process.
- ✓ For smaller institutions set up a conference and provide an induction/training which meets their needs and propose a future evaluation process which is adjusted to their size;
- ✓ Development of advisory documents for Institutions (eg Questionnaires)

2.4 Follow- up and monitoring of effectiveness.

Action items:

- ✓ Include procedures for follow-up and monitoring as part of guidelines for internal quality assurance to include an annual report on quality activities from each institution (1-3 pages depending on institutional size);
- ✓ Develop a monitoring survey of AVEPRO activities.

	YEAR	2010				2011				2012				
	QUARTER	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
Support the development of capacity for internal quality assurance within the ecclesiastical institutions														
Define and schedule activities in various countries														
Development of operational processes														
Development of support and training														
Follow- up and monitoring of effectiveness														



3. Develop systems of external quality assurance for the ecclesiastical institutions:

3.1 Development of supporting documentation

Action items:

- ✓ Documentation developed that explains the External review process for small and big Faculties;

3.2 Establish a regular cycle of external reviews for the various categories of institutions

Action items:

- ✓ Commence a 5-year cycle for universities commencing in the academic year 2011/12; 2nd cycle in 2016/17;
- ✓ Establish cycle times for smaller units to be tied in with accreditation exercises and organised by branches (Propose a one-day visit with one reviewer chosen by AVEPRO).

3.3 Establish the external review panel

Action items:

- ✓ Set up register of external peer reviewers for next cycle of reviews.

3.4 Development of support for the external Review

Action items:

- ✓ Training seminars/conferences to prepare institutions for reviews;
- ✓ Briefings in the institutions on external review;
- ✓ Training for review panel members is developed.

3.5 Follow- up and monitoring.

Action items:

- ✓ Institutions/faculties produce yearly progress reports on action plan items, these are given to review teams during 2nd cycle of external reviews.

	YEAR 2010		YEAR 2011				YEAR 2012			
	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	
Develop systems of external quality assurance for the ecclesiastical institutions										
Development of supporting documentation										
Establish a regular cycle of external reviews										
Establish the external review panel										
Development of support for the external Review										
Follow- up and monitoring										



4. Develop governance and organisation processes

4.1 Secure adequate resources (financial, human, etc.) to support ongoing activities

Action items:

- ✓ Finalise setting up the database of universities/faculties/other units. Synchronise with the Congregation database as much as possible;
- ✓ Establish needs for: organisation of conferences; publishing, web design, translations, travel, other logistical supports required;
- ✓ Set professional fees for reviewers;
- ✓ Establish fee structure for institutions/faculties.

4.2 Develop annual reporting mechanism and annual review cycle

Action items:

- ✓ AVEPRO annual report indicates activities undertaken and progress with Strategic Planning items (report is based on academic year). It is communicated to Secretary of State, CEC and Board;
- ✓ Budget developed based on academic year and submitted by September 15th each year.

	YEAR	2010				2011				2012				
	QUARTER	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
Develop Governance and organisation processes														
Secure adequate resources (financial, human, etc.) to support ongoing activities														
Develop annual reporting mechanism and annual review cycle														



5. Devise a communications and public relations plan

5.1 Develop the web site as a key informational resource for stakeholders

Action items:

- ✓ Finalise web site; run a pilot test of the site before launching it-

5.2 Provide information to all stakeholders on AVEPRO activities and its operations

Action items:

- ✓ Establish list of key stakeholders and a mailing list;
- ✓ Publish strategic plan;
- ✓ Produce a newsletter and send it via web to all Institutions and stakeholders;
- ✓ Organise *ad hoc* Seminar and or Conferences

	YEAR	2010				2011				2012				
	QUARTER	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
Devise a communications and public relations plan														
Develop the web site														
Provide information to all stakeholders on AVEPRO activities														



AVEPRO

AVEPRO STRATEGIC PLAN

YEAR	2010	2013				2014			
	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
ESTABLISH THE STRUCTURE OF AVEPRO									
Ensure the structure and organisation of AVEPRO are sufficient to achieve its goals and objectives	■								
Establish sustainable funding mechanisms for AVEPRO		■							
Establish respective positioning between AVEPRO and potential Regional branches	■		■	■	■				
Establish respective positioning between AVEPRO and national QA agencies	■	■	■	■	■				
Prepare for membership of ENQA						■	■	■	■
INTERNAL EVALUATION									
Define and schedule activities in various countries	■								
Development of operational processes		■							
Development of support and training		■	■	■	■				
Follow- up and monitoring of effectiveness							■	■	■
EXTERNAL EVALUATION									
Development of supporting documentation	■	■							
Establish a regular cycle of external reviews			■	■					
Establish the external review panel				■	■	■			
Development of support for the external Review		■	■	■	■				
Follow- up and monitoring						■	■	■	■
GOVERNANCE AND ORGANISATION									
Secure adequate resources (financial, human, etc.) to support ongoing activities	■				■				■
Develop annual reporting mechanism and annual review cycle				■				■	
COMMUNICATION AND PUBLIC RELATIONS									
Develop the web site	■								
Provide information to all stakeholders on AVEPRO activities				■				■	



Risk Analysis

Items for consideration

- Possible lack of productive engagement with, and understanding of, AVEPRO's goals and objectives on the part of Ecclesiastical Institutions (EIs)
- EIs perceive AVEPRO's work as a centralised or a bureaucratic exercise
- The cultural and linguistic diversity across the EIs
- Possible lack of trust and transparency in processes, procedures and documentation
- Financial viability in relation to capacity to deliver and sustain initiatives
- Language of engagement
- Poor relationships with and lack of differentiation from national quality agencies