



STRATEGIC PLAN

2013 - 2014



Areas of activity

AVEPRO's strategic plan for 2013-2014 focuses on the consolidation of its achievements in the previous years of activity, seeking, where possible, to improve upon the organization, management and realization of its evaluation activities.

In general terms, the strategic items upon which the 2013-2014 plan is based are:

- ✓ The Agency's Organization and Governance;
- ✓ Strengthening self-evaluation structures and procedures (internal evaluations) in Ecclesiastical faculties;
- ✓ Optimization of external evaluation procedures and modes of performance, acting above all on the identification, selection and training of experts;
- ✓ Organization of evaluation cycles on a national basis;
- ✓ Communication and Institutional relations.

Each item will have its own general and specific goals and objectives, which will be pursued through ad hoc activities and projects.

YEAR QUARTER	2013				2014			
	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
AVEPRO ORGANIZATION AND GOVERNANCE								
Ensure the structure and organization of AVEPRO are sufficient to achieve its goals and objectives								
Establish respective positioning between AVEPRO and potential Regional branches.								
Establish respective positioning between AVEPRO and national QA agencies								
Prepare for membership of ENQA								
STRENGTHENING SELF-EVALUATION STRUCTURES AND PROCEDURES (INTERNAL EVALUATIONS) IN ECCLESIASTICAL FACULTIES								
Development of operational processes								
Update of support and training								
Follow-up and monitoring of effectiveness								
OPTIMIZATION OF EXTERNAL EVALUATION PROCEDURES AND MODES OF PERFORMANCE								
Development of supporting documentation								
Establish a regular cycle of external reviews on a national/regional basis for the various categories of institutions								
Establish the external review panel								
Development of support for the external Review								
Follow-up and monitoring								
ORGANIZATION OF EVALUATION CYCLES ON A NATIONAL BASIS								
Define, in agreement with the CCE, in which countries it may be of interest to carry out evaluations in the years 2013-14 and 2015-16								
Carry out the external evaluation phase at the Pontifical Universities and Athenaeums in Rome								
Support the Italian Ecclesiastical Faculties involved in the self-evaluation process								
COMMUNICATION AND INSTITUTIONAL RELATIONS								
Keep the web site up to date								
Provide information to all stakeholders on AVEPRO's activities and operations								



GOALS AND OBJECTIVES

1. The Agency's Organization and Governance

1.1 *Ensure the structure and organization of AVEPRO are sufficient to achieve its goals and objectives and secure adequate resources (financial, human, etc.) to support ongoing activities*

Action items:

- ✓ AVEPRO's annual report indicates activities undertaken and progress with Strategic Planning items. It is communicated to Secretary of State, CEC and Boards;
- ✓ Update and revise the Statutes;
- ✓ Define and realize an evaluation of the Agency;
- ✓ Budget prepared based on the academic year and submitted by 15 September each year.

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

Action items:

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

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

Action items:

- ✓ Attend national and international meetings of the EUA, ENQA, INQAAHE etc., to establish relations with other agencies;
- ✓ Collect data on national accreditation agencies and quality agencies and on requirements in the various countries.

1.4 *Prepare for membership of ENQA*

Action items:

- ✓ Define a precise plan for the evaluation of Institutions over the next two years;
- ✓ Check with ENQA on the scope of review that is required to ensure membership;
- ✓ Commission and undertake an external review of AVEPRO to take place when convenient (internal process);
- ✓ Application for full membership of ENQA.

2. Strengthening self-evaluation structures and procedures (internal evaluations) in Ecclesiastical faculties

2.1 *Development of operational processes*

Action items:

- ✓ Set down a possible schedule for an internal review cycle;
- ✓ Establish a Quality Officer/function in each Institution/Faculty.



2.2 Update of support and training

Action items:

- ✓ Update advisory documents for Institutions (e.g. Questionnaires, Guidelines).

2.3 Follow-up and monitoring of effectiveness

Action items:

- ✓ Include procedures for follow-up and monitoring as part of the guidelines for internal quality assurance, which will include an annual report on quality activities from each institution (1-3 pages depending on institutional size).

3. Optimization of external evaluation procedures and modes of performance

3.1 Development of supporting documentation

Action items:

- ✓ Update documentation developed to explain the external review process.

3.2 Establish a regular cycle of external reviews on a national/regional basis for the various categories of institutions

Action items:

- ✓ Define a 5-year cycle for Faculties and Universities.

3.3 Develop the external review panel

Action items:

- ✓ Update and broaden the register/database of external peer reviewers;
- ✓ Simplify procedures for the appointment of experts.

3.4 Development of support for external reviews

Action items:

- ✓ Training seminars/conferences on a national/regional basis to prepare institutions for reviews;
- ✓ Develop training programmes for review panel members (including e-learning).

3.5 Follow-up and monitoring

Action items:

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



4. Organization of evaluation cycles on a national basis

4.1 Define, in agreement with the Congregation for Catholic Education, in which countries it may be of interest to carry out evaluations in the years 2013-14 and 2015-16

Action items

- ✓ Define and schedule activities in various countries in accordance with the Institutions;
- ✓ Define a specific plan of action for information Seminars (when necessary) in specific countries;
- ✓ If requested by the Institution, set down a possible time schedule for a review cycle (internal and external) and, where possible, reach an agreement with National Agencies;
- ✓ Send a notice from the CEC and AVEPRO to all Institutions present in the countries selected with the information necessary to prepare for the realization of evaluations.

4.2 Carry out the external evaluation phase at the Pontifical Universities and Athenaeums in Rome

Action items

- ✓ Share with the Institutions a draft schedule for evaluations 2013;
- ✓ Select the experts who will act as members of the Evaluation Team;
- ✓ Start training experts;
- ✓ Make all necessary preparations for the realization of site visits.

4.3 Support the Italian Ecclesiastical Faculties involved in the self-evaluation process

Action items

- ✓ Provide information to facilitate realization of the phases of self-evaluation, as agreed during meetings at the CEI (Italian Episcopal Conference);
- ✓ Define a draft schedule for external evaluations to take place between 2013 and 2014.

5. Communication and Institutional relations

5.1 Keep the web site up to date

Action items:

- ✓ Finalize and permanently update the web site in Italian, English, German and Spanish;

5.2 Provide information to all stakeholders on AVEPRO's activities and operations

Action items:

- ✓ Publish the Strategic Plan on the web site;
- ✓ Organize ad hoc seminars and/or conferences.