



Astana (Kazakhstan)
IQAA, November 12th, 2015

ACPUA Aragon Agency for Quality Assurance and Strategic Foresight in Higher Education



Table of content



- A little bit of history in Europe and Spain
- The Spanish university system
- QA in Spain
- QA in Aragon
- ACPUA: Who we are
- Our activity
- Where we are & strategic vision





AGENCIA DE CALIDAD Y
PROSPECTIVA
UNIVERSITARIA DE ARAGÓN

A little bit of history in Europe and Spain

- The earliest university in Europe was Bologna (1088) followed by Oxford (1096), Parma (1117), Paris (1150), Modena (1175), Cambridge (1208), Padova and Montpellier(1220), Naples (the first State University in Europe established by Emperor Frederick II in 1224) and Siena (1240) were amongst several 1200s university startups.





A little bit of history in Europe and Spain

- In Spain, King Alfonso VIII set up a university at Palencia in 1208 which predated those of Salamanca* (1218) and Valladolid (1241).

*The University of Salamanca was originally a cathedral school which dated back to 1130. In 1218, King Alfonso IX granted this school with the title of General School of the Kingdom. It would later be called Universitas Studii Salmantini.

In 1254 Salamanca became the first university with a public library.

In 1255, a papal bull from Pope Alexander IV granted worldwide validity to degrees earned at the University of Salamanca.





AGENCIA DE CALIDAD Y
PROSPECTIVA
UNIVERSITARIA DE ARAGÓN

A little bit of history in Europe and Spain

EUROPEAN UNIVERSITIES FOUNDED BEFORE 1500.

Middle Age. The earliest and only universities before the colonization of the Americas were established and run in medieval Europe.

<u>University</u>	Date
Universidad de Bolonia	1088
Universidad de Cambridge	1208
Universidad de Salamanca	1218
Universidad de Montpellier	1220
Universidad de Padua	1220
Universidad de Nápoles	1224
Universidad de Toulouse	1229
Universidad de Siena	1240
Universidad de Valladolid	1241
Universidad de La Sorbona	1275
Universidad de Coimbra	1285
Universidad Complutense (Alcalá)	1293
Universidad de Aviñón	1303
Universidad de Florencia	1321
Universidad de Pisa	1343
Universidad Sertoriana (Huesca)	1353
Universidad de Pavía	1361
Universidad de Cracovia	1364
Universidad de Heidelberg	1386





AGENCIA DE CALIDAD Y
PROSPECTIVA
UNIVERSITARIA DE ARAGÓN

A little bit of history in Europe and Spain

EUROPEAN UNIVERSITIES FOUNDED BEFORE 1500.

Renaissance:

University	Date
Universidad de St. Andrews	1412
Universidad de Rostock	1419
Universidad Católica de Lovaina	1425
Universidad de Poitiers	1431
Universidad de Catania	1434
Universidad de Glasgow	1450
Universidad de Barcelona	1450
Universidad de Friburgo de Brisgovia	1457
Universidad de Basilea	1460
Universidad de Zaragoza	1474
Universidad de Uppsala	1477
Universidad Eberhard Karls	1477
Universidad de Copenhague	1479
Universidad de Génova	1481
Universidad de Aberdeen	1494
Universidad de Santiago de Compostela	1495



La nostra storia

"Placeat providere et privilegium concedere quod Studium generale fiat in Civitate Catharie, cum civitas sit ad hoc aptissima et fertilis. Placet"

Così Alfonso d'Aragona nel 1434 dava l'avvio alla storia dell'Ateneo più antico di Sicilia. In queste pagine pubblichiamo la ricostruzione precisa e preziosa redatta dall'esimio storico Prof. Giuseppe Giarrizzo che ringraziamo anche per il contributo nel recupero delle Lezioni Inaugurali degli anni accademici che vanno dal 1861 al 1999.



A little bit of history in Europe and Spain

UNIVERSITY	Foundation	Type
Universidad de Salamanca.	1218	Public
Universidad Complutense de Madrid (Alcalá)	1293(), 1822	Public
Universidad de Valladolid	1241	Public
Universitat de Barcelona	1450	Public
Universidad de Zaragoza	1474	Public
Universidad de Santiago de Compostela	1495	Public
Universitat de València (Estudi General)	1499	Public
Universidad de Sevilla	1505	Public
Universidad de Granada	1531	Public
Universidad de Oviedo	1608	Public
Universidad de La Laguna	1792	Public

UNIVERSITY	Foundation	Type
Universitat Autònoma de Barcelona	1968	Public
Universidad Autónoma de Madrid	1968	Public
Universidad del País Vasco	1968	Public
Universitat Politècnica de Catalunya	1971	Public
Universidad Politécnica de Madrid	1971	Public
Universitat Politècnica de Valencia	1971	Public
Universidad Nacional de Educación a Distancia	1972	Public

UNIVERSITY	Foundation	Type
Universidad de Deusto	1886	Catholic
Universidad Pontificia de Comillas	1890	Catholic
Universidad de Murcia	1915	Public
Universidad Internacional Menéndez Pelayo	1932	Public
Universidad Pontificia de Salamanca	1940	Catholic
Universidad de Navarra	1952	Catholic

UNIVERSITY	Foundation	Type
Universitat Politècnica de Catalunya	1971	Public
Universidad Politécnica de Madrid	1971	Public
Universitat Politècnica de Valencia	1971	Public
Universidad Nacional de Educación a Distancia	1972	Public



A little bit of history in Europe and Spain

UNIVERSITY	Foundation	Type
Universidad de Cantabria	1972	Public
Universidad de Córdoba	1972	Public
Universidad de Málaga	1972	Public
Universidad de Extremadura	1973	Public
Universidad Alcalá de Henares	1977	Public
Universitat de Les Illes Balears	1978	Public
Universitat d'Alacant	1979	Public
Universidad de Cádiz	1979	Public
Universidad de Las Palmas	1979	Public
Universidad de León	1979	Public
Universidad de Castilla-La Mancha	1982	Public
Universidad Pública de Navarra	1987	Public
Universidad Carlos III	1989	Public
Universidad de La Coruña	1989	Public
Universidad de Vigo	1989	Public
Universitat Pompeu Fabra	1990	Public
Universitat Jaume I	1991	Public
Universitat Ramon Llull	1991	Private
Universitat de Lleida	1991	Public
Universitat de Girona	1991	Public
Universitat Rovira i Virgili	1991	Public
Universidad de La Rioja	1992	Public
Universidad San Pablo CEU	1993	Private
Universidad de Alfonso X, El Sabio	1993	Private
Universidad de Almería	1993	Public

UNIVERSITY	Foundation	Type
Universidad de Huelva	1993	Public
Universidad de Jaén	1993	Public
Universidad Internacional de Andalucía	1994	Public
Universidad de Burgos	1994	Public
Universitat Oberta de Catalunya	1995	Private
Universidad Antonio de Nebrija	1995	Private
Universidad Europea de Madrid (CEES)	1995	Private
Universidad Rey Juan Carlos	1996	Public
Universidad Católica de Ávila	1996	Catholic
Universidad Católica San Antonio	1996	Catholic
Universidad Miguel Hernández	1996	Public
Universidad Internacional SEK	1997	Private
Mondragon Unibertsitatea	1997	Private
Universitat de Vic	1997	Public
Universidad Pablo de Olavide	1997	Public
Universitat Internacional de Catalunya	1997	Private
Universidad Politécnica de Cartagena	1998	Public
Universidad Camilo José Cela	1998	Private
Universidad Cardenal Herrera CEU	1999	Private
Universidad Francisco de Vitoria	2001	Private
Universidad Europea Miguel de Cervantes	2002	Private
Universitat Abat Oliba CEU	2003	Private
Universidad Católica de Valencia "San Vicente Mártir"	2003	Catholic
Universidad San Jorge	2005	Private





AGENCIA DE CALIDAD Y
PROSPECTIVA
UNIVERSITARIA DE ARAGÓN

A little bit of history in Europe and Spain

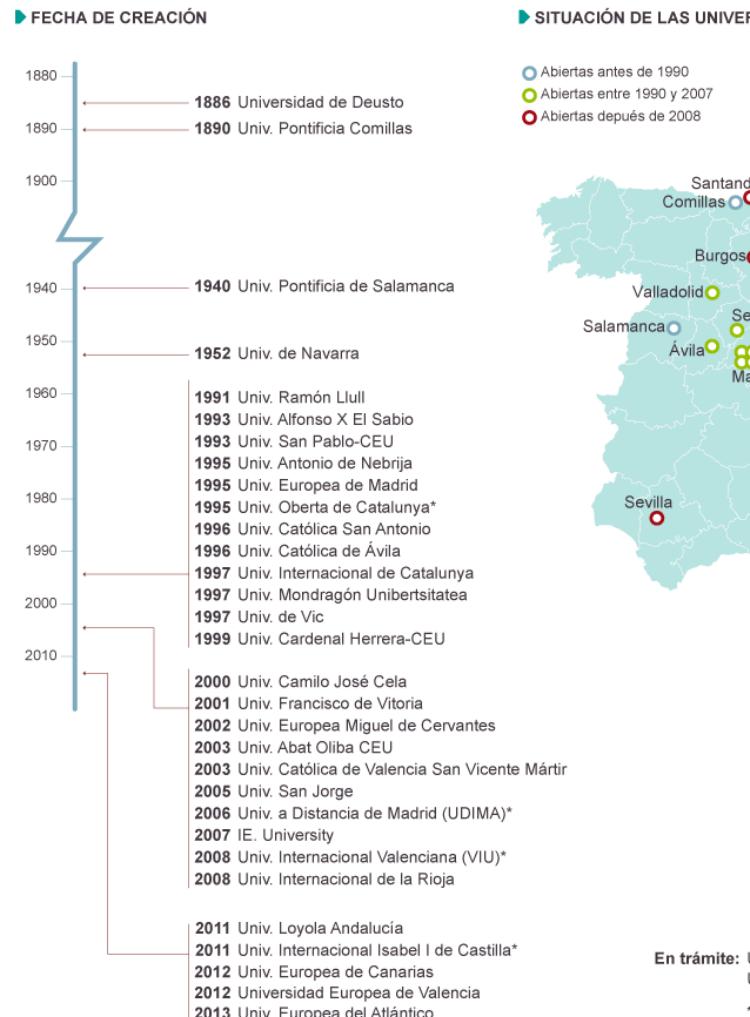




AGENCIA DE CALIDAD Y
PROSPECTIVA
UNIVERSITARIA DE ARAGÓN

A little bit of history in Europe and Spain

Private Universities in Spain



En trámite: Univ. Internacional Mare Nostrum (UNIM)
Universidad Católica San Antoni

*Universidades a distancia





AGENCIA DE CALIDAD Y
PROSPECTIVA
UNIVERSITARIA DE ARAGÓN

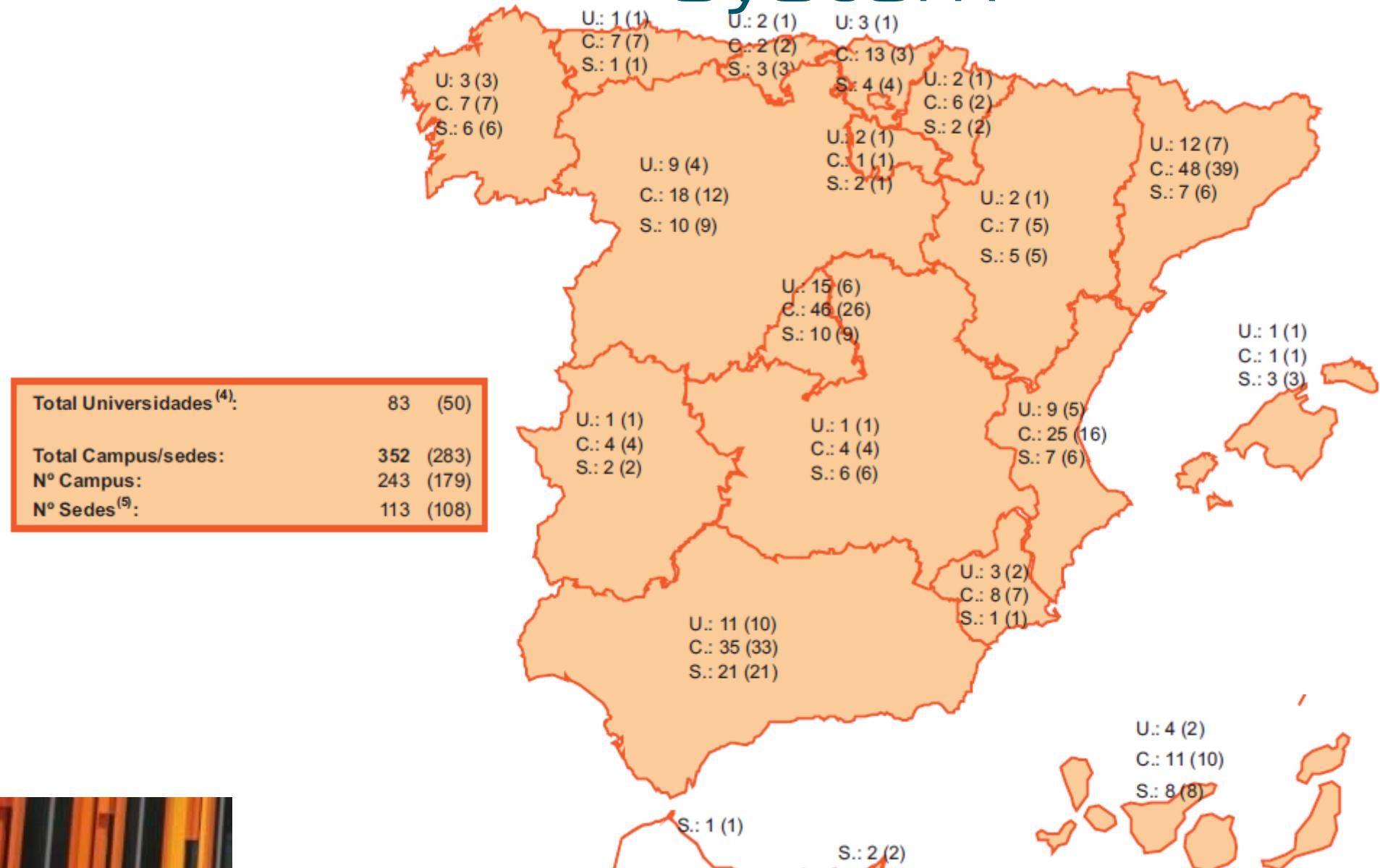
The Spanish university system

- In Spain, the State lays down the basic national regulations governing the implementation in article 27 of the 1978 Constitution (university autonomy).
- Each Autonomous Community is responsible of its own higher education policy.
- The [National University Act](#) (Organic Law 6/2001 of 21st December 2002) sets down national regulations, powers and responsibilities of universities, the national government and the Autonomous Communities' governments.
- This law specifies for the first time that quality is an essential goal of higher education policy, and that the functions of evaluation, certification and accreditation belong to "the National Agency for Quality Assurance (henceforth ANECA) and the evaluation bodies determined by each Autonomous Community's laws".





The Spanish university system



The Spanish university system

In 2014-2015, the average cost of a full time Bachelor Degree is 700 €- 3.700 €/ year.

The average cost of Master Programmes and Doctorate programmes ranges between 17€- 65€/ ECTS.

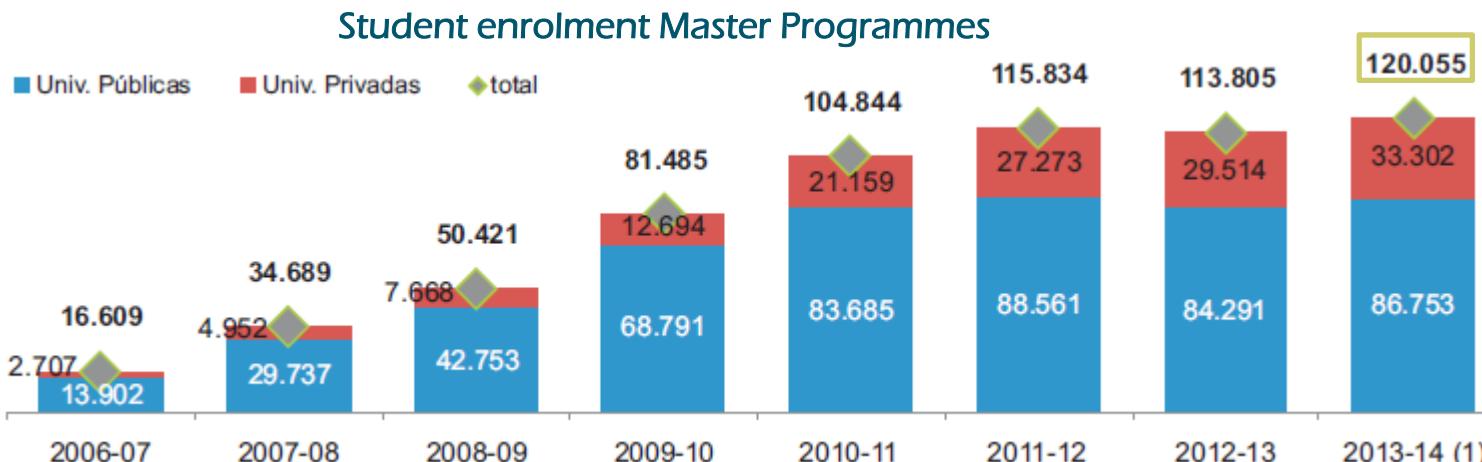
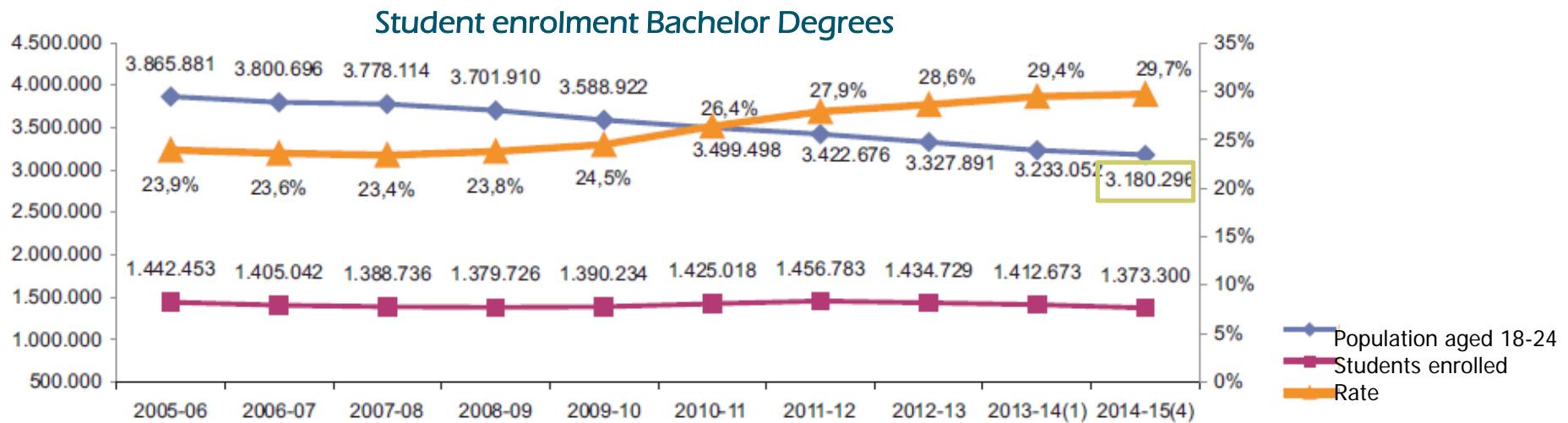




AGENCIA DE CALIDAD Y
PROSPECTIVA
UNIVERSITARIA DE ARAGÓN

The Spanish university system

1.532.728 students in 2013-2014 (a 1% decrease from the previous school year).

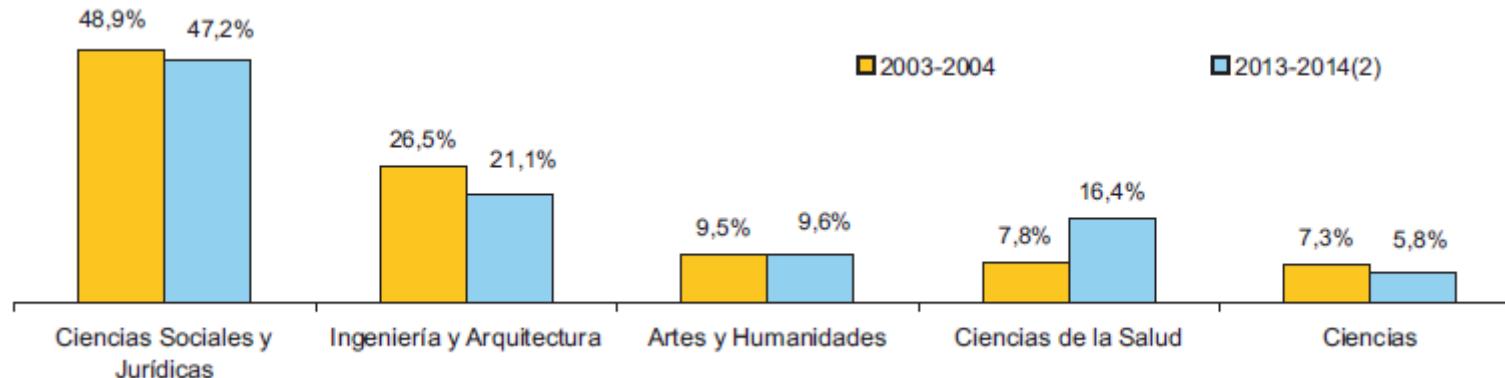




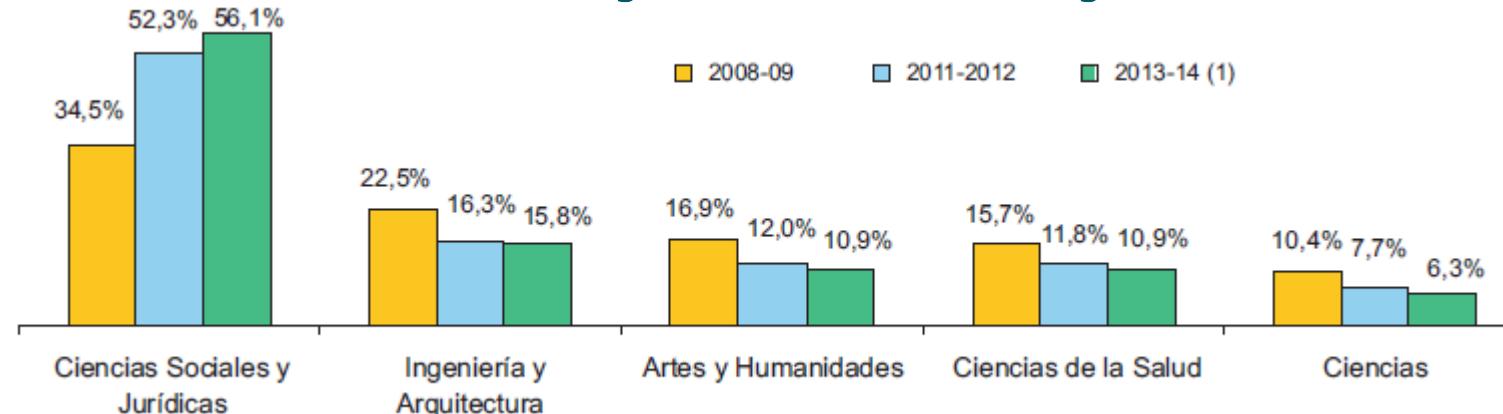
AGENCIA DE CALIDAD Y
PROSPECTIVA
UNIVERSITARIA DE ARAGÓN

The Spanish university system

Bachelor Degrees: Areas of knowledge

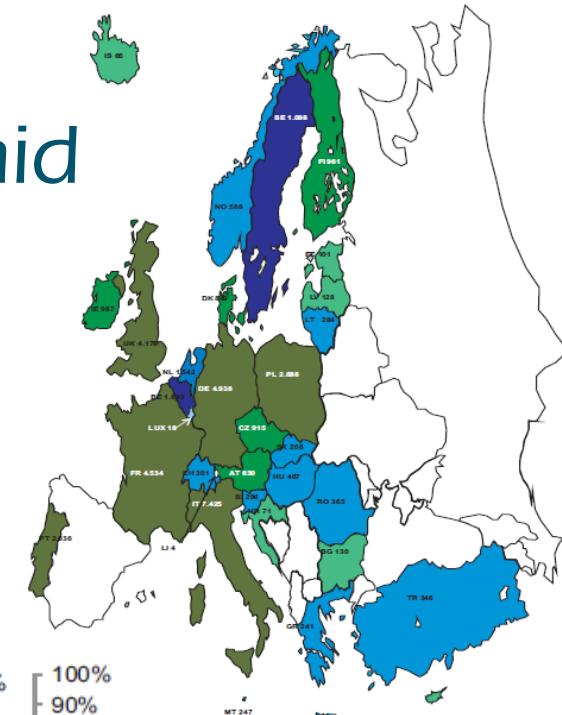
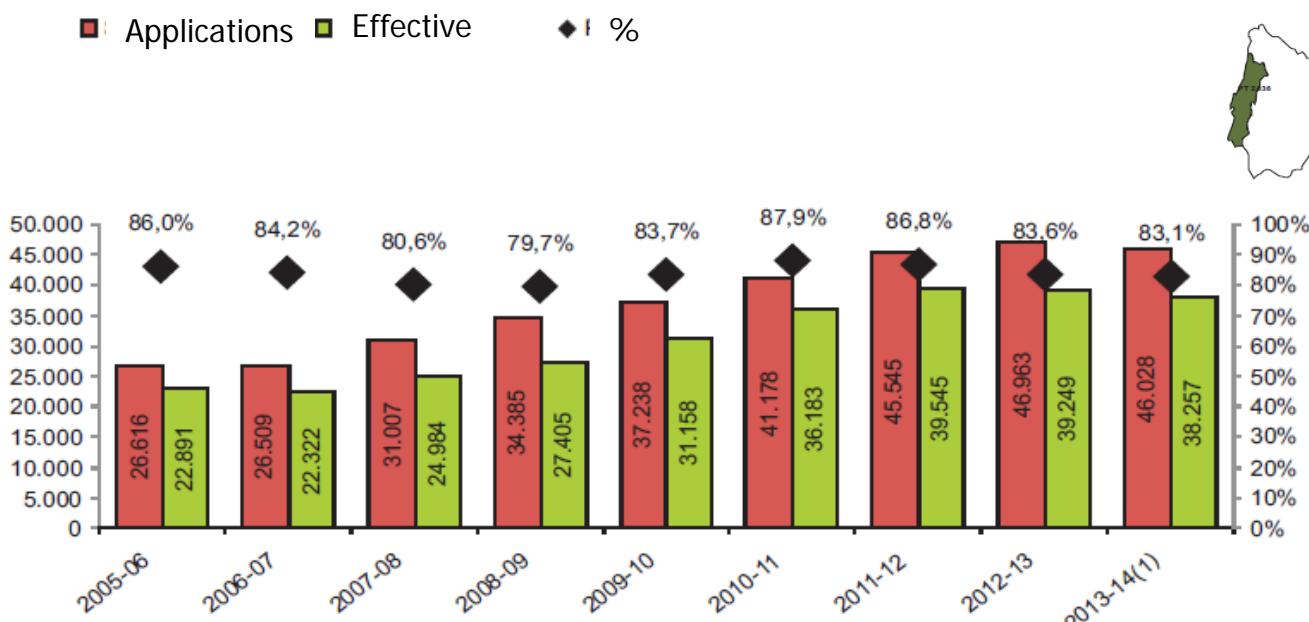


Master Programmes: Areas of knowledge



The Spanish university system

Erasmus programme financial aid



QA in Spain

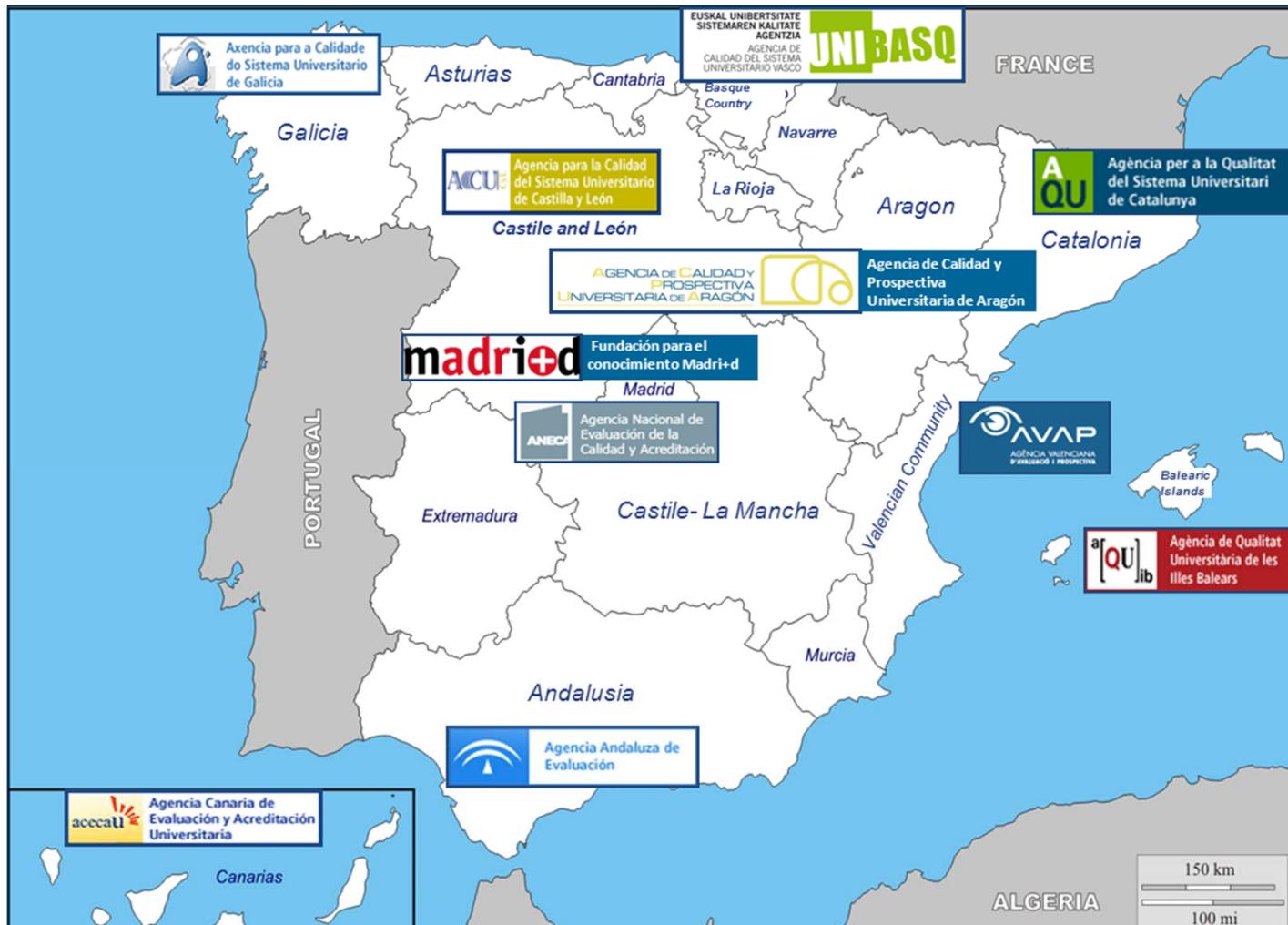
- Organic Law 4/2007: “the national QA Agency ANECA and any evaluation bodies determined by each Autonomous Communities’ laws shall establish cooperation and mutual recognition mechanisms for the evaluation, certification and accreditation activities and in accordance with international criteria”.
- Eleven QA Agencies in Spain: ANECA is the national agency and ten regional Agencies serve its own Autonomous Communities. Seven of them (ANECA and the Agencies from Andalusia, Castile and León, Catalonia, Galicia, Basque Country and Madrid) are full members of ENQA.
- As a result, the Spanish Agencies created the Spanish Network of Higher Education QA Agencies (REACU). ACPUA has played a very active role in this network since the start, being its technical Secretary during 2014.





AGENCIA DE CALIDAD Y
PROSPECTIVA
UNIVERSITARIA DE ARAGÓN

QA in Spain



QA in Aragón

Aragon Higher Education Act (Law 5/2005, of June 14, on Universities)

- Created in its Title IV the Aragon Agency for Quality Assurance and Strategic Foresight in Higher Education (ACPUA) as the external QA Agency in Aragon.
- Double purpose of ACPUA : an evaluation, certification and accreditation mission, as well as the promotion of continuous enhancement, reflection and innovations in the Aragon university system.

This non-evaluating mission
is an important distinctive
feature of ACPUA.

Aragon Higher Education Act, art. 84 « Purpose »

1. ACPUA is an instrument of Aragon to promote the improvement of the quality of the Aragon university system favouring its relationship with the business and labour world and the society as a whole.
2. With its activity, the Agency must 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 exchange of experiences at this level with other university systems.

Law 14/2014, of 30 December

- In 2014, ACPUA's Board of Directors submitted to the Aragon Government a proposal for a legal reform to culminate ACPUA's compliance with the revised ESG and fulfil its goal of joining ENQA and EQAR.
- Introduces a very important article to the Aragon Higher Education Act: "Art. 85bis. - Accountability and transparency in the activity" mainly aimed at reinforcing:

accountability mechanisms

transparency

students' participation



QA in Aragón

- The Aragon university system takes place on-campus in two universities: a public one (the University of Zaragoza) and a private one (San Jorge University).



Universidad
Zaragoza



Edificio Paraninfo Universidad de Zaragoza



www.unizar.es

universidad
SANJORGE 
GRUPO SANVALERO



Campus Villanueva de Gállego



www.usj.es



QA in Aragón

- The University of Zaragoza is public and was founded in the XV century (during the Renaissance) by Charles V. It is one of the largest, oldest and most prestigious universities in Spain.
- San Jorge University is private, young and growing (created in 2005).

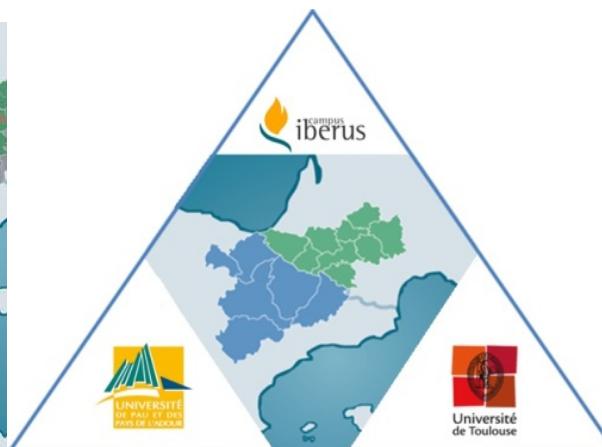
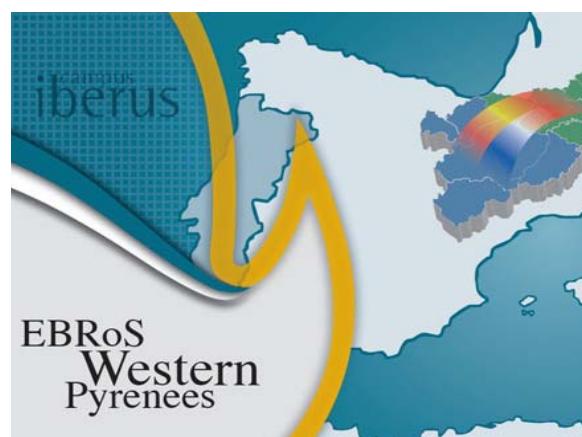
Aragon university system in figures (School year 2014-2015)

University	Bachelor's Degrees	Master programmes	Doctorates	Students	Teachers & researchers	Staff
University of Zaragoza	54	48	43	35,068	4,004	1,795
San Jorge University	12	10	2	2,042	253	100

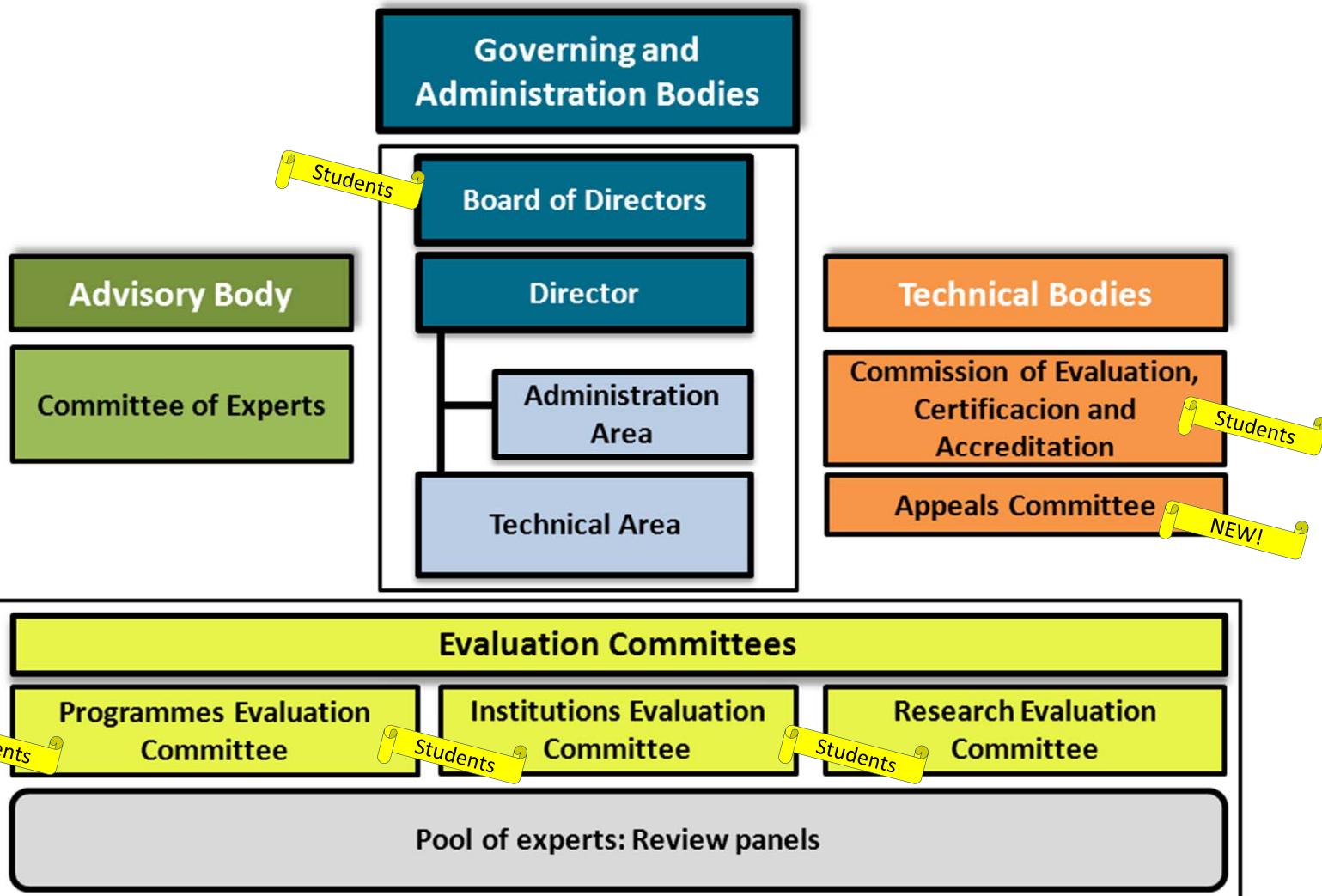


QA in Aragón

- The national Government recognizes a Campus of International Excellence (CIE) in Aragon: Campus Iberus.
- Strategic alliance formed by the public universities of Aragon, La Rioja, Navarre, as well as that of the province of Lleida in Catalonia (the only excellence campus covering four different regions as well as one cross-border campus).
- One of its main objectives is to develop a policy of strategic alliances with prestigious domestic and international universities, specifically, institutional strengthening of cross-border cooperation, including the construction of a Cross-border Campus with the universities of Toulouse and Pau (France) in what will be a new large-scale project called EBRoS (European Bioregion of Science) Western Pyrenees.



ACPUA: Who we are



ACPUA: Who we are

ACPUA is made by a team of six people, divided in two areas:

- Technical area
 - 1 QA Technician.
 - 1 Strategic Foresight QA Technician.
 - 1 QA Technician/International relations.
- Administration and support to Direction
 - 1 Head of Administration.
 - 1 Secretary to the Director.
 - 1 Administrative Assistant.



As approved by ACPUA' Board of Directors in 2015 (as part of the Strategic Plan 2015-2018), it is expected that the staff grows with two new hires (1 QA Technician and 1 Administrative Clerk) Besides, ACPUA typically receives two interns every year (from the Master of Law and Master of Sociology of the University of Zaragoza, respectively).



ACPUA: Who we are

- Committee of Experts: ACPUA's advisory council is composed of national and international experts. In charge of providing advice and recommendations and supervising the enhancement of ACPUA's methodologies and activities.
- Appeals Committee. Responsible for supervising the correct implementation of ACPUA's evaluation, certification and accreditation procedures.



ACPUA: Who we are

- Commission of Evaluation, Certification and Accreditation. 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.



ACPUA: Who we are

- Review panels: Created ad-hoc for each evaluation process and are always made up of experts in quality assurance **external to the Aragon university system**.
- The number of members of the panel is variable, depending on the process. Typically, a panel is made up of four people:
 - Chair: the member with highest category, seniority and age, in this order.
 - Vocals: two academics, experts in the area of knowledge.
 - A student vocal. In evaluations related to programmes or other objects with a direct relationship to students, all panels include, since 2014, at least one student member.
 - A Technical Secretary appointed by ACPUA (usually, a QA Technician), who makes sure that the evaluation criteria and protocols are applied correctly (has voice but no right to vote).



Our activity

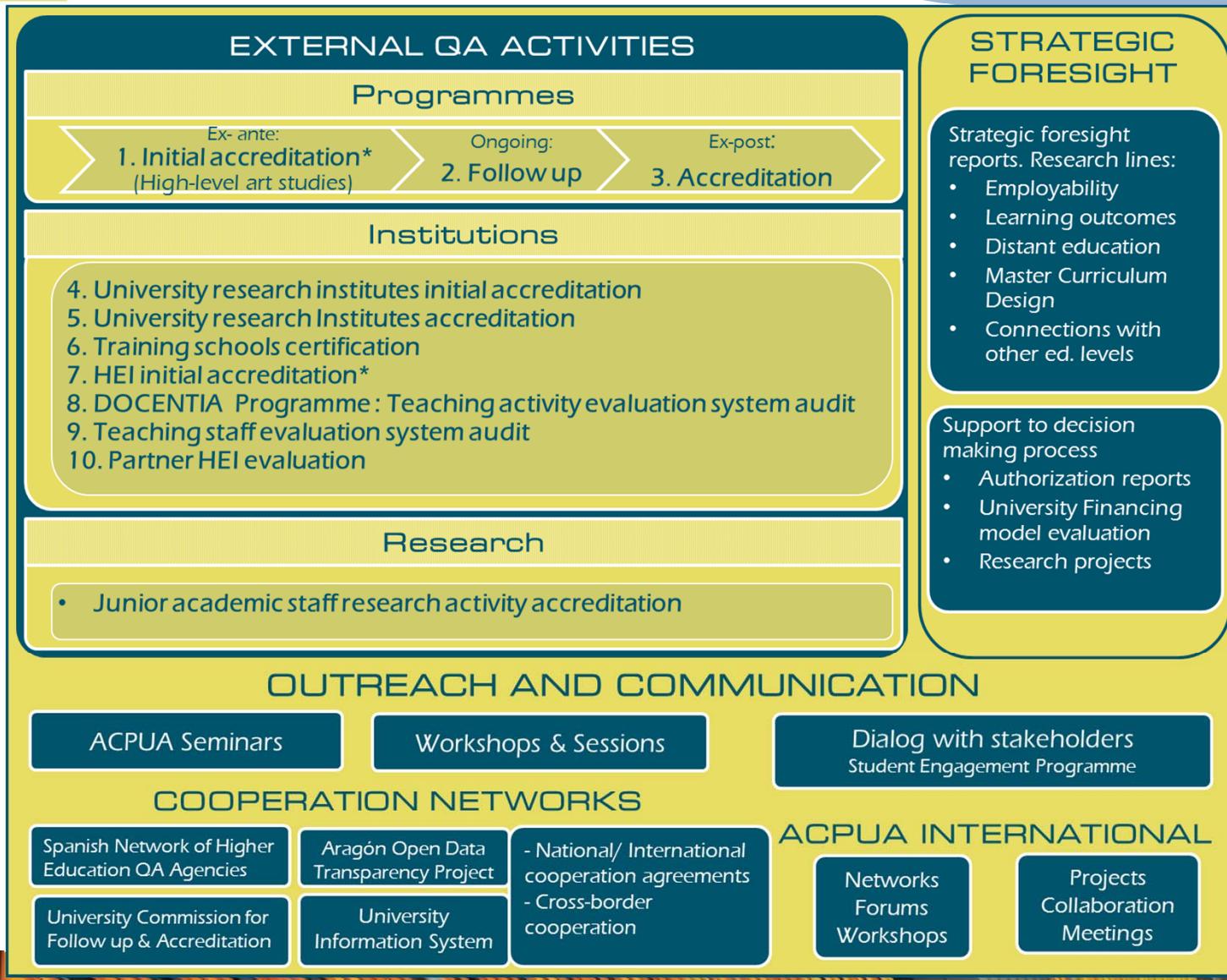
- **Quality assurance:** quality assurance evaluations and reviews in three fields: programmes, institutions and research. Progressively, ACPUA has developed new evaluation tasks within each of them; programme evaluation is the most relevant one.
- **Strategic foresight:** ACPUA develops different types of reports and studies to support higher education policy decisions upon request of the Aragon Government, as well as research studies on key topics upon the authority's request.
- **Outreach activities:** ACPUA supplements its QA and strategic foresight activity through a complementary mission: promoting quality in higher education by organizing seminars, collaborating with other entities through networks, participating in higher education events, etc. Among these, the international activity, started in 2013, is especially relevant.





AGENCIA DE CALIDAD Y
PROSPECTIVA
UNIVERSITARIA DE ARAGÓN

Our activity



Our activity

PROGRAMME EVALUATIONS

Initial accreditation. Level: Programme/Type of review: Accreditation.

According to the Spanish legal framework, the initial (ex-ante) accreditation of study programmes is the only EQA activity concerning programmes that can be carried out exclusively by EQAR registered Agencies. Thus, in Aragon, this activity is still implemented by ANECA. High-level art Master programmes are however an exception: Spanish Law assigns the responsibility for the initial accreditation of these programmes in Aragon to ACPUA.

Accreditation (ex-post). Level: Programme/Type of review: Accreditation.

Programmes must undergo an ex-post review every four/six years (Masters/Degrees) after its initial accreditation. Seven criteria are subject to review (as agreed between Spanish agencies through REACU): Organization & curriculum implementation, Public information & transparency, IQAS, Academic staff, Support staff, resources, services, Learning outcomes, Satisfaction and performance indicators. This process includes a SER and a site visit by a review panel (with presence of, at least, one student) in order to interview key stakeholder groups (management, teachers, students, graduates, employers, support staff, etc.) (vid. EV.3). The final result can be favourable, not favourable (programme's extinction) or favourable conditioned to an improvement plan (need for a specific plan for detected areas of improvement)

Follow up (ongoing). Level: Programme/Type of review: Accreditation.

Programmes must undergo a monitoring process between the initial accreditation, the accreditation, and the subsequent accreditation renewals (four or six year periods, in any case). This QA process focuses on ongoing improvement and reinforcement of the IQAS, especially in the areas of transparency and accountability.



Our activity

INSTITUTIONS' AND RESEARCH EVALUATIONS

University research institutes initial accreditation. Level: Institutional/Type of review: Accreditation

University research institutes accreditation. Level: Institutional/Type of review: Accreditation.

Training schools accreditation. Level: Institutional/Type of review: Accreditation.

HEI initial accreditation. Level: Institutional/Type of review: Accreditation.

DOCENTIA Programme: Teaching activity evaluation system audit. Level: Institutional/Type of review: Audit

Teaching staff evaluation system audit. Level: Institutional/Type of review: Audit.

Partners HEI evaluation. Level: Institutional/Type of review: Evaluation.

Junior academic staff research activity evaluation. Individual staff evaluation.

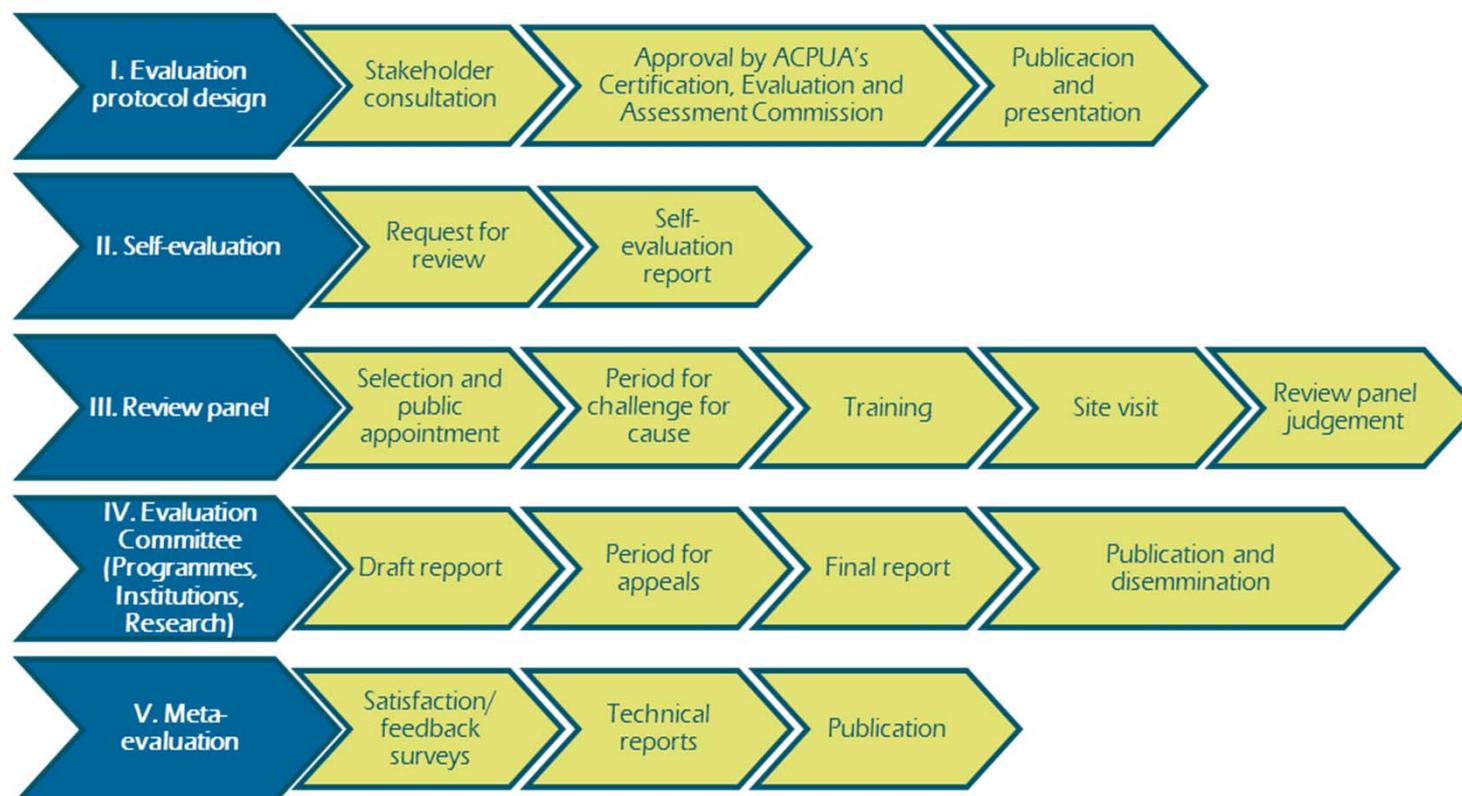


Our activity



Our activity

- As a general rule, ACPUA's methodologies are designed according to the following pattern:



Our activity

Besides QA evaluations...

"The name of the entity reflects the ambition and expectations placed on the new body, as it will not only develop its function in the field of improving the quality of the Aragon university system but also the university strategic foresight field (...) in the field of strategic foresight a new face is provided to this body, attributing to it functions structured on the reflection of the future needs and possible innovations in configuring the Aragon university system. "(Aragon Higher Education Act, Preamble).

Promoting a culture of quality

in Higher Education

Strategic foresight



Support
Education Authority decision making



Strategic foresight Employability
Learning outcomes
Studies and distant education projects
Master Curriculum Design
Connections with other ed. levels

Monthly International speakers
Diverse topics
Forum for discussion and debate



2012QA at the University Centres for Defence Studies
2014A CPUA Programmes Accreditation in Aragon
2015A fter Armenia: The new ESG - Challenges for agencies and universities

ACPUA Seminars

Other activities and events

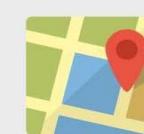


Outreach and communication



ENQA, EQAR, EQAF
Other Agencies & Institutions

Dialog with stakeholders

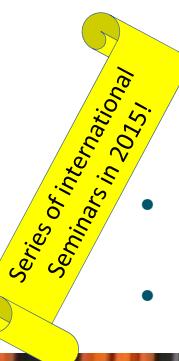


Trade Unions, Student Unions
Aragon Statistical Institute
Business Associations
Aragon Institute for Employment
Professional Institutes
Press and Mass Media
Shared projects, collaborations, meetings

Our activity

ACPUA Seminars. Since 2012, these monthly seminars provide an effective opportunity to reflect and exchange ideas about quality in higher education with all stakeholders, invite feedback and input from all interested and foster a culture of quality and enhancement. This has proven to be a very valued activity, as it creates an open space for discussion in a non-evaluating environment. Especially remarkable was the International Series of seminars in 2015 (with speakers from Kazakhstan, France and USA).

- February: "[Quality assurance and High Level Art Studies: University experience](#)". By: Fernando Beltrán, Vice-Chancellor Academic Policy (University of Zaragoza), Andy Tunnicliffe, Delegate to the Rector Internationalization and Quality (San Jorge University), and Óscar Vadillo, Study Programmes Evaluation (Madrid QA Agency madri+d). Round table: Luisa Pellegero, Dir. of the Aragon Higher Design Studies School, Agustín Charles, Dir. of the Aragon Music Conservatory, Ignacio Mustienes, Dir. of the Aragon Conservation and Restoration School.
- February: "[Students talking \(II\): Experiencies promoting quality in higher education](#)". By: Ferrán Español (UNED), Sofia García (San Pablo CEU), Ignacio Ladrero (Student representative San Jorge University) and Rafael Rubio (President of Student Council, University of Zaragoza).
- March: "[Bologna before higher education: the new focus on education](#)". By: Manuel Magdaleno Peña, General Director of Educational Policy and Longlive Learning, Aragon Department of Education, and Ignacio Polo Martínez, Secondary Education Inspector.
- April: "[Kazakhstan: a Higher Education system opening to Europe.](#)". By: Sholpan Kalanova (President), from the Independent Kazakhstan Quality Assurance Agency for Education (IQAA).
- May " [Study programs evaluation in France and other european countries \(OACHE\)](#)". By: Francois Pernot, International Relations, HCERES, France.
- June: "[American Universities: current issues & new perspectives.](#)". By: Mark Yudof, President Emeritus at the University of California and Law Professor at UC Berkeley.



Our activity

Other activities and events. We organize sessions in collaboration with other institutions, such as:

- International meeting "[After Armenia: Revised ESG - Challenges for Agencies and universities](#)" (Canfranc-Estación, Huesca), in collaboration with Unibasq . Opening of a first dialog about the recent revision of the ESG and exchange ideas about key aspects (student participation, complaints and appeals, independence)(2015).
- "[University and territory: Programme planning and accreditation](#)", organized in collaboration with the Menendez Pelayo International University (2012.)
- "[QA at the University Centres for Defence Studies: a guarantee for the future](#)", organized in collaboration with the University Centre for Defence Studies of the University of Zaragoza and the Military Academy (2012).

Dialog with stakeholders. ACPUA is connected to Aragon, Spain and Europe, and promotes a permanent dialog with stakeholders.

- National and international events, meetings and workshops (e.g. ENQA, EQAR, EOAF, ANECA, etc.).
- We develop "working together" initiatives with different institutions to reach the whole society: the University Centres for Defence Studies of the University of Zaragoza, Aragon Statistical Institute, Business Associations, Aragon Institute for Employment, Student Unions, Trade Unions, Professional Institutes, etc. Besides, since 2014 ACPUA implements a Student Engagement Programme.



Where we are & strategic vision

- At the end of 2014, ACPUA began a wide consultation process with stakeholders' representatives in order to culminate its enhancement process and self-evaluation report towards ENQA as a basis to produce a Strategic Plan.
- 2015-2018 Strategic Plan was finally approved on the Board of Directors meeting in May 4th 2015.

STRATEGIC AXIS:

Structures and persons

Evaluation and QA

Strategic foresight

Transparency,
communication
and accountability

Stakeholders



Where we are & strategic vision

OUR STRENGTHS

1. ACPUA carries out all responsibilities assigned by the current legislation to Aragon, in coordination when needed with national Agency ANECA through agreements.
2. Effective QA activities and processes required, in spite of being a small Agency.
3. Close connection to the territory, proactivity and flexibility to respond in a fast manner to the needs of the university system and society as a whole. Creativity of team.
4. Strategic foresight functions. This is a strategic aspect towards the enhancement of the Aragon university system and develops a culture of quality through crucial not-evaluative activities.
5. ACPUA is a QA Agency of reference in Spain due to its programmes follow up process supporting the HEIs in the initial stage of the Bologna Plan implementation⁶.
- ACPUA and the Aragon university system are a reference in Spain in regards to programmes accreditation, being right now the region with the highest percentage of accredited titles (60%).
7. By law, ACPUA carries out a few innovative QA processes in Spain, such as the internship schools certification or the evaluation of University research institutes. It also supports HEI's assurance of teaching staff's research activity and teaching merits.
9. ACPUA began its internationalization process with determination: active participation in workshops (ENQA, EQAR, ANECA, etc.), the recruitment of a new QA Technician and the promotion of initiatives with foreign QA agencies (e.g. seminars, cooperation proposals, shared projects, etc.).



Where we are & strategic vision

1. Once ACPUA becomes a full member of ENQA and EQAR, the assumption of new responsibilities (initial accreditation of all study programmes) and a more intense international activity require a reinforcement of the Agency's human and financial resources.
2. Need to continue working towards an increase in the internationalization of its pool of reviewers, incorporating experts from outside Spain. The process has already been started, by integrating a student from the University of Oslo to the Institutions Evaluation Committee and two international experts (of the UC Berkeley and Università degli Studi di Napoli) in the Committee of Experts.
3. ACPUA must reinforce its work in the area of strategic foresight, given that this activity is very valued by the whole university system and the stakeholders, and an adequate supplement to reinforce the evaluating activity towards a culture of quality and enhancement.
4. ACPUA must continue moving towards opening new financing sources such as the provision of external services, in order to assure a diversification of its financial resources.





AGENCIA DE CALIDAD Y
PROSPECTIVA
UNIVERSITARIA DE ARAGÓN

Where we are & strategic vision

Key for the future:

- ✓ Internationalization:
- ✓ ENQA/ EQAR
- ✓ International cooperations (IQAA, HCERES, etc.)
- ✓ International trainings & seminars





AGENCIA DE CALIDAD Y
PROSPECTIVA
UNIVERSITARIA DE ARAGÓN

¡Muchas gracias y
hasta la vista!

Thank you!

