OPERATIONAL PLAN FOR 2019

The Operational Plan for 2019 translates ARACIS's strategic plan for 2018-2021 into short-term actions for 2019 and continues some activities started in 2018. The implementation of the Operational Plan involves ARACIS's human and financial resources. The activities are closely linked to the Agency's budget and to the strategic projects in which ARACIS participates as a coordinator or partner (e.g. university classification and study program ranking, doctoral assessment, equal opportunities or greater involvement of stakeholders in quality assurance processes).

Crt. No.	Objective	Specific activities	Deadline	Responsible structures

1.	Diagnosis of the higher education system in Romania	1. Providing useful information on the quality of higher education to society in order to facilitate decision-making.
		   a) Publishing the book entitled Genesis and evolution of higher education in Romania in statistical data in English.
		   b) Developing a data collection and systematization plan for a new edition of the Quality Barometer that will analyze through statistical data the changes in the structure of higher education.
		
		2. Elaborating reports using relevant indicators including data from evaluation results, thus allowing a comprehensive and effective analysis.
		   a) Elaborating the ARACIS activity report for 2018 and carrying out a comparative analysis concerning the extent to which quality indicators resulting from external evaluations were met at the level of the study programs and at institutional level.
		   b) Data collection for a SWOT analysis on internal quality assurance in IIS.
		
		3. Developing planning and anticipation activities.
			January 31, 2019
			
			March 1-10, 2019
			
			February 2019
				ARACIS Council,
				The Council's Executive Bureau,
				Directorate of International Relations, Projects and Cooperation
				
				Directorate of International Relations, Projects and Cooperation,
				ARACIS Departments and Services
				
				Expert and Specialist Inspectors Service
				The ARACIS Executive Bureau

		a) Analysis of the application of the provisions of the Methodology of evaluation and accreditation of doctoral studies in view of operationalization and planning. Establishing sources of financing for external evaluations. b) Conducting planning of the external evaluation process for doctoral studies.		
2.	Stimulating and improving the evaluation activities concerning the quality of the higher education system	1. Developing reporting formats that include recommendations for improvement of activities, valuable for beneficiaries. a) Adding explicit recommendations on improving the internal quality assurance system to the formats of external evaluation reports for periodic authorization / accreditation / evaluation b) Organizing debates in specialized committees on improving external evaluation activities c) Updating the study visit card for the evaluation of study programs requesting EUR-ACE certification, taking into account the ENAEE recommendations	February - March 2019	Department of Quality Assurance. Expert and Specialist Inspectors Service
3.	Developing the skills of ARACIS staff and expert evaluators	1. Developing an effective initial and continuous training system for members of the evaluation committees on specific issues related to quality assessment in education: a) Appointing a permanent working group at the level of the ARACIS Council to organize training sessions for standing committees, with a view to deepening the new methodologies and evaluation guides; b) Organizing training sessions for RNE expert evaluators: members of the specialized standing committees - teachers and students. The work is organized by the working group appointed at the level of the ARACIS Council; c) Ensuring logistic and financial support for the organization of student training sessions - new members in RNE-S; d) Systematization and updating of databases that include ARACIS collaborators and experts; e) Encouraging exchange of information by inviting experienced evaluators from international quality evaluation agencies and	February 2018 February - July 2019 February - June 2019 March - September 2019	ARACIS Council, Quality Assurance Directorate. Directorate of International Relations, Projects and Cooperation Student federations Informatization service

		bodies in the field of higher education.		

4.	Improving the efficiency and transparency of the accreditation procedures	1. Drafting new specifications and developing the IT systems to provide support in the implementation of on-line accreditation procedures
		  a) Systematization and updating of the ARACIS methodology and evaluation guides. The activity takes place under the QAFIN project and is carried out by World Bank experts in collaboration with ARACIS experts
		  b) Consultation with academia and the CNR and dissemination of proposals for updating external evaluation methodologies and guidelines
		  c) Upgrading the electronic system for interactive drafting of external evaluation documents for Bachelor's degree programs
		
		2. Strengthening the internal communication channels of ARACIS
		  a) Updating and completing the internal system for communication and management of decisions and documents
		  b) Analysis of the possibility of adapting the organizational chart and the job descriptions for a coherent system of communication and circulation of documents
			January - June 2019
			
			May - July 2019
			July - December 2019
			January - July 2019
				The ARACIS Council and the ARACIS Executive Bureau, Quality Assurance Directorate Directorate of International Relations, Projects and Cooperation, Specialized Committees Expert and Specialist Inspectors Service Informatization Service
				
				Internal Quality Assurance Service

5.	Collecting information and conducting analyzes and research	1. Collecting objective information about the effectiveness of the actions taken to fulfill the mission of ARACIS a) Collecting and analyzing feedback reports resulting from evaluation missions of programs / study fields. Analysis report Improvement proposals.	February - July 2019	The ARACIS Council and the ARACIS Executive Bureau, The Department for External Quality Assessment, Expert and Specialist Inspectors Service Standing committees
6.	Enhance dialogue with external and internal stakeholders.	1. Strengthen communication channels with all actors involved in higher education a) Consultation and dissemination of ARACIS evaluation procedures and methodologies in the academic environment	Permanent term	The ARACIS Council and the ARACIS Executive Bureau, The Department for External Quality Assessment,

	Dissemination of good practice in assuring the quality of higher education	b) Updating the employers register
		c) Adding 1-2 employers to the specialized standing committees
		d) Organizing initial and continuous training sessions with the members employer register
		e) Continuing meetings with ARACIP to correlate the system for quality assurance in pre-university and university education, for faster and more efficient development of non-university tertiary education
		
		2. Increasing the number of projects, initiated and completed, both domestic and international, undertaken jointly with other stakeholders
		   a) The participation of ARACIS in an international project on stakeholder engagement in quality assurance - Stakeholders engagement in QA
		
		3. Encouraging cooperation and concluding agreements with other international evaluation agencies and bodies
		   a) Increasing the number of agreements concluded with QA agencies registered in the ENQA and CEENQA and exchange of expert evaluators
		   b) Identifying a group of experienced international evaluators to include them in the evaluation of doctoral studies and university classification
			March - November 2019
			
			Permanent term
				Directorate of International Relations, Projects and Cooperation
				Accreditation Department

7.	Expanding evaluation activities at international level	1. Developing an appropriate recruitment and selection system for international experts
		   a) Developing a methodology for the recruitment of international evaluators who will be part of the ARACIS external evaluation committees
		
		2. Achieving appropriate training of Romanian and international experts to work in joint international teams:
		   a) Organizing a training session for international experts who are
			February - April 2019
			
			May 2019
				The ARACIS Council and the ARACIS Executive Bureau, The Department for External Quality Assessment, Student Associations Directorate of International Relations, Projects and Cooperation

		RNE members, with the participation of specialists from ENQA and EUA		
		b) Continuation of ARACIS's re-accreditation procedures as a member of the European Network for Accreditation of Engineering Education. Preparing the documentation and submitting it to ENAEE.	April 2019	
8.	Developing new external quality assessment methods	1. Developing, piloting and implementing new external quality assurance procedures a) Supporting the development of the new procedures in the QAFIN project. Collaboration between ARACIS experts and World Bank experts b) Organizing dissemination sessions concerning the new procedures and consultations with IIS in 5 university centers in the country c) Proposal for a new institutional assessment method, discussed in public consultation with universities and then piloted. The procedure will be developed within the QAFIN project.	February - June 2019 February - June 2019	The ARACIS Council and the ARACIS Executive Bureau, Accreditation Department Quality Assurance Department Quality Assurance Division, Specialty Committees
9.	Active presence as a full member of international organizations that promotes the quality of higher education	1. Continued active participation in the global and European organization of the accreditation agencies: INQAAHE, ENQA, ENAEE, CEENQA, etc.; a) Strengthening the leadership positions of the European Agencies ENQA and CEENQA and a more active presence in international publications b) A more active presence in international publications 2. Participating in the projects carried out by the European organizations and active participation in their events and initiatives a) Strengthening participation in the TARGET project b) Continuing and expanding participation in the DEQAR project	Permanent term	The ARACIS Council and the ARACIS Executive Bureau, Directorate of International Relations, Projects and Cooperation Expert and Specialist Inspectors Service
10.	Enhancing the publishing activity aimed at promoting	1. Extending the offer regarding the publishing of innovative concepts in quality assurance in the QAA magazine, as a scene for presenting and debating quality assurance systems in higher education		The ARACIS Council and the ARACIS Executive Bureau, Directorate of International

	ARACIS on the international arena.	a) Promoting the QAA magazine in the internal academic environment and during international conferences b) Publishing quality assurance studies carried out by ARACIS in the specialized journals of ENQA, CEENQA, INQAAHE, etc.	Permanent term	Relations, Projects and Cooperation
11.	Maintaining the official status of ARACIS on the international arena	1. Maintaining the current status of ARACIS as an organization with an international presence thanks to its registration in EQAR and its membership in ENQA, CEENQA, ENAEE a) Preparing a response to EQAR's clarification request b) Organizing the ENQA staff visit to ARACIS at the BFUG Conference in Bucharest 2. Revising the ARACIS procedures by adopting recommendations resulting from previous external evaluations a) Revising the evaluation procedures for engineering study programs following ENAEE recommendations	15 February 2019 February - March 2019 February - March 2019	The ARACIS Council and the ARACIS Executive Bureau, Financial - Accounting Department Quality Assurance Directorate Directorate of International Relations, Projects and Cooperation
12.	Management	1. Maintaining the internal management system as a means of supporting planning, follow-up and decision-making a) Continuing to develop and update the system of internal quality assurance procedures b) Designing and developing an integrated system for tracking documents in specific flows More explicit defining of responsibilities for the staff c) Improving the system designed to inform stakeholders concerning the higher education system by redesigning ARACIS's webpage 2. Systematizing the dissemination of the activity and results of ARACIS a) a) Designing and developing a new ARACIS website with renewed organizing of the information and access thereto.	Permanent term	The ARACIS Council and the ARACIS Executive Bureau, Quality Assurance Division, External Quality Assessment and Accreditation Departments, Financial - Accounting Department Expert and Specialist Inspectors Service