SUSTAINABLE RESOURCE MANAGEMENT IN A GROWING HIGHER EDUCATION SYSTEM

Authors Paula Pryzbylowicz Vidal, Lisa Cruz Lackner, **Isaac Galobardes Reyes**

Affiliation Quality Assurance Agency for Higher Education in Andorra (AQUA)
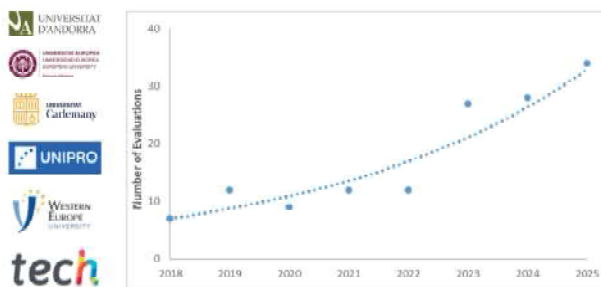
INTRODUCTION

- The **Andorran Higher Education System** has experienced significant growth, with the number of universities increasing from **2020 to 2025**. This expansion has resulted **in a greater number of programme evaluations.**

- To meet this growing demand, AQUA **expanded its team**, which led to a **270%** increase in the **human resources budget**. This rise raised concerns in the **Andorran Parliament**, which authorizes AQUA's funding. To ensure long-term sustainability, AQUA implemented strategic measures to **optimize its resource management.**

HE GROWTH & RESOURCE CHALLENGES
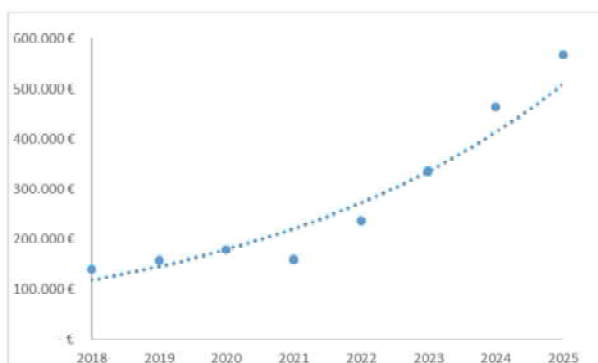
🏛 Number of Universities:

- **2018:** 2 → **2025:** 6

UNIVERSITAT D'ANDORRA
UNIVERSIDAD EUROPEA / EUROPEAN UNIVERSITY
UNIVERSITAT Carlemany
UNIPRO
WESTERN EUROPE UNIVERSITY
tech

👥 AQUA Staff Growth:

- → **2020:** 2 (1 QA Officer + 1 Director)
- → **2025:** 6 (5 QA Officers + 1 Director)

💰 Human Resources Budget:

2020: 84,000€ → **2025:** 310,000€ (+270%)

SUSTAINABILITY MEASURES

With growing demands and limited resources, **how can AQUA maintain quality while ensuring financial and operational sustainability?**

🟢 **Role Redefinition for QA Officers**

- QA Officers **transitioned from dual roles (secretary + coordinator) to coordinators.**
- **Panel members** now handle **report writing,** reducing workload for QA Officers.
- This allows each QA Officer to **coordinate more panels without compromising quality.**

🟢 **Digital Transformation**

- Adoption of **Microsoft Power Automate** to streamline key administrative processes:
  - ☑ **Administrative resolutions**
  - ☑ **Invoicing**
  - ☑ **Contracts**
- Automation **eliminated the need for an additional administrative position,** reducing costs.

🟢 **Financial Adjustments**

- AQUA proposed **revisions to its fees law.**
- Adjusted **fees to align with panel members' increased responsibilities.**
- Ensured **a balanced financial model** to support long-term sustainability.

CONCLUSION

- ☑ **Increased efficiency:** QA Officers can handle more evaluations effectively.
- ☑ **Cost savings:** Avoiding admin positions and optimizing roles has reduced sxpenses.
- ☑ **Maintained quality standards:** Despite increased workload, evaluation quality remains high.
- 📌 By **restructuring QA Officers' roles, leveraging digital tools, and revising financial strategies**, AQUA will ensure **operational sustainability** while maintaining quality amid growing demands.