eman ta zabal zazu

Universidad
del País Vasco

Euskal Herriko
Unibertsitatea

UPV/EHU STRATEGIC PLAN 2022-2025

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01.
BACKGROUND

BACKGROUND

The University of the Basque Country/Euskal Herriko Unibertsitatea (UPV/EHU), founded in 1980, is the public research university of Basque society. It is committed to creating knowledge and is aware of its contribution to addressing social challenges. It combines its duty to Basque society with an open science internationalisation approach in a global environment of generating and transmitting knowledge.

Its goals are symbolised in the logo designed by the artist Eduardo Chillida, along with a verse from Gernikako arbola [The Tree of Gernika] by José María de Iparraguirre: eman ta zabal zazu (munduan fruitua) [Give and transmit (your fruit to the world).

The Basque Country is renowned for its scientific, technological and cultural progress, based to a large extent on the activity of its public university, the UPV/EHU. Our university plays a decisive role in explaining the development of the Basque community.

The UPV/EHU is also a space to produce new ideas, debate and contrasting opinions. That is underpinned by a solid ethical and social commitment to defending human rights, gender equality, multiculturalism and co-existence to benefit society and future generations. The University of the Basque Country has been a decisive player in boosting the role of Basque as a language of scientific thought and production, and a driver of Basque culture. Over the last 42 years, the UPV/EHU has established itself as a renowned university both locally and internationally.

Pursuant to Article 1 of its Statutes, *"the UPV/EHU is an autonomous public law institution at the service of society with legal character and capacity and its own capital structure. It provides higher education through teaching, research, study, cultural and university outreach, management and the services that underpin its competences and with a mandatory commitment to quality and excellence. Through its work, geared towards meeting the needs of Basque society and those arising from its history and its socioeconomic, political and cultural transformation, it disseminates cultural knowledge and universal science, with a main focus on Basque culture and language. It carries out its daily activities in an economically, socially and environmentally sustainable manner ".*

01. Background

The UPV/EHU revised its strategic plan in 2021. The plan in force at that time was based on the strategic planning approved at the faculty meeting of 23 November 2017. The strategic plan was approved by the Governing Council on 12 July 2018. It set 2021 as its end date and for its review.

The dynamic nature of the UPV/EHU means that its key strands require constant updating. The UPV/EHU is one of the main stakeholders of the cultural, social and economic future of the Basque Country. A detailed analysis of the context and the appropriate projection of its medium- and long-term strategies are essential to ensuring its rich and meaningful contribution.

The University of the Basque Country is among the top 400 universities on the Shanghai ranking, with consolidated and cutting-edge groups in all knowledge areas. Its importance in the cultural, social and economic development of Basque society is the result of careful and constant work. Strategic partnerships have been set up to connect the university with the surrounding region and which, in turn, act as a lever to promote excellence and showcase the university to the international stage. Good examples are the partnerships with DIPC and Tecnalia, in the framework of the Euskampus foundation, and with ENLIGHT consortium, in which we participate with 8 other European universities. The focus has been on communicating and disseminating knowledge. There have been contracts and projects with a social impact with cultural, social and economic stakeholders. Social perception of the University is positive, as it is the most esteemed institution according to the 2019 Basque Sociometer.

However, the perception of the individuals making up the university community do not always tally with society's positive image of its university. Among other reasons, the university staff are deterred by the slow career advancement and consolidation.
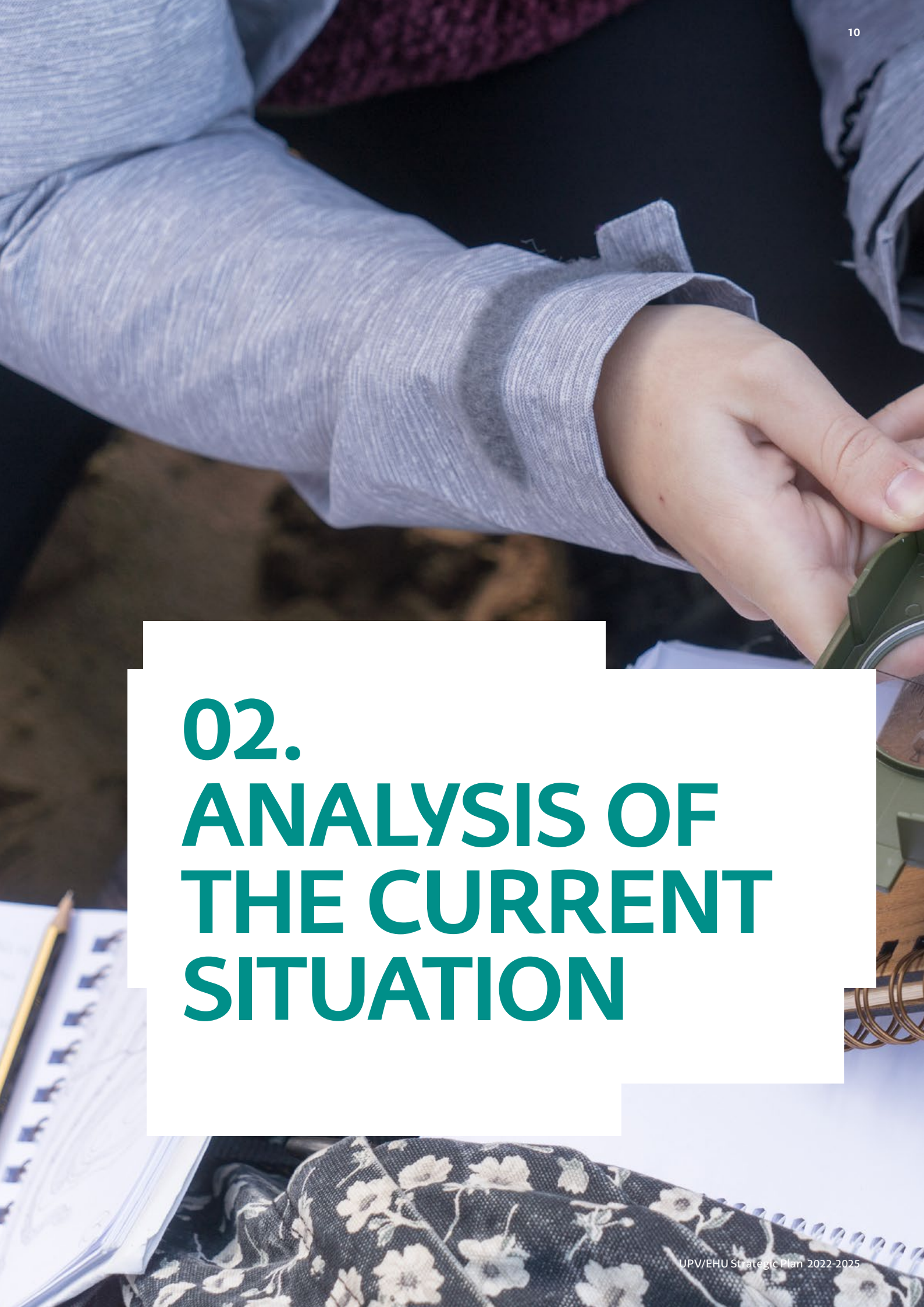
We need our university to have a global vision and for the contribution of each person to the constructing of the university to be more integrated in the joint project. We need to foster and plan the professional careers of the teaching and research staff (TRS) and the administrative and service staff (ASS). Our perspective must be in the medium- and long-term. Tenured positions with clear projection and prospects will lead to greater engagement with the institution.

Ten years after the start of the Bologna Process, we must rethink the way in which we address the university evolution. We want a university that drives and helps the comprehensive education of each student so that they can react appropriately to the local and global social challenges. International and cross-cutting collaborations are key to achieving qualitative progress in education and in research. The new *Horizon Europe 2021-2027* framework programme is essential to facilitate those collaborations.

Education, research, transfer, dissemination of knowledge, driving culture, Basque language, gender equality, and inclusive and sustainable policies are inherent missions to our university. They are not watertight compartments, or static or incompatible competitors, but rather dynamic and complementary, and we must intertwine them in our day-to-day work. The approval of the *Sustainable Development Goals (SDGs)* in 2015 provided a global reference framework to link the different university activities. In fact, the UPV/EHU already has the *EHUagenda 2030*. A new goal, covering the Basque language and Basque culture, was added to the 17 approved by the UN.

The current time of great uncertainty requires great adaptability. COVID-19 has shown us that we must accept and learn to manage uncertainty in the way we approach the future. The university must be equal to the task of moving forward in difficult situations. Therefore, the *NextGenerationEU Funds (NGEU)* through the Spanish Government's Recovery, Transformation and Resilience Plan, the Basque Resilience and *Recovery Programme 2021-2026 – EUSKADI NEXT*, along with the Science, Technology and Innovation Plan and the forthcoming Plan of the Basque University System are key aspects to achieve a financing framework that allows the needs of the UPV/EHU to be met in a way that is consistent with its contribution to society.

Starting from the *2017-2020 Mandate Review*, the aim is to develop a process of reflection, open participation and feedback within the university community, in which the priorities of the University are established for the coming four years, and which enables us to go further in the UPV/EHU 2030 future model in its aim of teaching and research excellence contributing to the social challenges and to the Sustainable Development Goals.

02.
ANALYSIS OF THE CURRENT SITUATION

ANALYSIS OF THE CURRENT SITUATION

The analysis of the UPV/EHU in 2021 situation was the starting point for the strategic reflection. That involved a quantitative and qualitative analysis, an assessment of the internal and external impact of the pandemic, an analysis of the trends in the university area, and an analysis of the local and global socioeconomic strategic framework. The conclusion is reflected in the following SWOT analysis, whose aim is to help the university to identify its critical strategic factors, in order to use them – once identified – to consolidate its strengths, minimise its weaknesses, exploit the advantages of the opportunities and reduce threats.

02.1. INTERNAL ANALYSIS

Weaknesses

01. Imbalance between postgraduate studies offered and the new social demands, needs and challenges.

02. Internationalisation of the range of English-medium studies and attracting international students could be improved.

03. Lack of an institutional online training strategy.

04. Lack of internalisation and uneven implementation of the own IKD i3 educational model.

05. Lack of flexibility in the management processes and regulations to lead ambitious research and transfer projects, and compete locally and internationally.

06. Absence of a clear definition of the research career.

07. Insufficient research resources in knowledge areas where there is a lack of research groups or a lack of tradition in that regard.

08. Scarce cross-curricular collaboration between R&D groups of the University based on Social Challenges.

09. Lack of flexibility in the management processes and regulation to contract ASS to cover the new needs and challenges of the university, particularly to support international outreach and the management of external resources.

10. High turnover of administration and services staff (ASS).

11. Difficulties in facing the generational handover of the TRS.

12. Room for improving the feeling of belonging to the institution, particularly among students.

13. Difficultly in mainstreaming the Basque Language in all areas of university life.

14. Link and cooperation between the university and the socioeconomic and cultural fabric could be improved.

15. Uneven awareness of the Sustainable Development Goals in the university community and, in particular, of the importance of communication and dissemination to society.

16. Obsolescence, rigidity and lack of communication and integration between information applications/systems.

17. Lack of flexibility and agility in budget allocation and management.

18. No clear strategy to obtain non-finalist external resources.

19. Delay in implementing the e-administration and the analytical accounting system.

20. Difficulty in managing the outgoing mobility of students and the TRS.

Strengths

01. Broad, diverse and bilingual range of studies in all branches of knowledge fulfilling a social goal.

02. Upward trend in the internationalisation of education: Dual degrees, Erasmus Mundus Master's degrees, outgoing mobility.

03. Teaching Quality: High percentage of TRS accredited in Docentiaz or equivalent and Centre Institutional Accreditations.

04. Leadership in research in the Basque Country. Top-tier and consolidated research groups in all fields of knowledge.

05. Availability of competitive research and scientific-technical services and installations.

06. Better social awareness of the UPV/EHU activity as the result of the pandemic.

07. Programmes and incentives to drive academic careers.

08. ASS with extensive academic training.

09. Significant number of TRS and ASS with accredited Basque-medium linguistic profiles.

10. Recognition of the "Human Resource Excellence in Research" (HRS4R) initial accreditation of the European Commission.

11. Institutional commitment and responsibility of UPV/EHU staff during the pandemic.

12. Leadership in the production, transmission and dissemination of knowledge in Basque.

13. Presence and engagement of the University in each province of the Basque Country.

14. Boosting the programmes to communicate and disseminate knowledge to society.

15. Benchmark institution in equality and inclusion policies.

16. There is an extensive set of projects that seek to bring to fruition the UPV/EHU's contribution to improve and the wellbeing of Basque society.

17. Greater capacity of centres and departments to adapt to the new needs and challenges of the University after its restructuring.

18. Belonging to international alliances and networks (ENLIGHT, Latin American Postgraduate Network and Euskampus-Bordeaux Cross-Border Campus).

19. Good employment rate of UPV/EHU graduates.

20. Entrepreneurship programmes, platforms and services.

21. Institutional engagement with Sustainable Development Goals.

02.2. INTERNAL ANALYSIS

Threats

01. Decreasing population in the Basque Country.

02. Competition among local universities and research and training centres, along with the emergence of new centres.

03. Exponential growth overall of tenured and official online postgraduate offer.

04. Lack of science and technology vocations (STEM), particularly among women and girls.

05. Research staff changing to other centres able to offer greater resources and incentives.

06. Rigid and changing legal framework that hampers appropriate policies for the new needs of the University both regarding TRS and ASS and in field of research.

07. The dominance of English hinders the use of Basque in the transfer of scientific knowledge.

08. Lack of external resources to address the diversity and special needs of students.

09. Unequal knowledge and awareness of the Sustainable Development Goals in society.

10. Excessive dependence of public financing to develop the areas of activity and implementation of new projects.

11. Legislative changes at state level that can significantly affect the governance and economy of the University.

12. Legislative complexity for the accreditation and recognition of online qualifications.

13. Lack of critical thought and wealth of unproven and non-scientific information in society.

14. Difficulties to access NextGenerationEU recovery and resilience financing by public universities.

Opportunities

01. Potential of the NextGenerationEU (NGEU) to develop project to address the new needs and challenges of the UPV/EHU and of the socioeconomic environment.

02. Growing demand for training for new professional profiles by means of lifelong learning and official postgraduate qualifications.

03. Interest among students in dual and international qualifications.

04. Potential to recruit internal students by means of online programmes.

05. Fostering excellence and international outreach in education, research and innovation through international strategic alliances and consortiums.

06. Society's interest in scientific knowledge and recognition of its importance to face social challenges.

07. Prestige and confidence of Basque society in the UPV/EHU.

08. Policies regarding Sustainable Development Goals (SDGs).

09. European integration policy for the university system.

10. Driving policies to improve good governance, transparency, efficiency and good administration standards.

11. Digital transformation that requires professional profiles capable of understanding the new technology environment.

12. New contracts-programme with the Basque Government in the framework of the new Plan of the University System.

13. Significant increase in the number of people who know Basque, particularly among young people.

14. Empowerment and leadership policies for women.

15. Development of new relationship and collaboration models with other R&D&i agents.

16. Consolidation of the ASS staff in the case of the legal framework being made more flexible.

Weaknesses

01. Imbalance between postgraduate studies offered and the new social demands, needs and challenges.

02. Internationalisation of the education can be improved both in terms of the range of studies available in English and of attracting international students.

03. Lack of an institutional online training strategy.

04. Lack of internalisation and uneven implementation of the own IKD i3 educational model.

05. Lack of flexibility in the management processes and regulations to lead ambitious research and transfer projects and compete locally and internationally.

06. Absence of a clear definition of the research career.

07. Insufficient research resources in knowledge areas where there is a lack of research groups or a lack of tradition in that regard.

08. Lack of cross-curricular collaboration between R&D groups of the University based on Social Challenges.

09. Lack of flexibility in the management processes and regulation to contract ASS to cover the new needs and challenges of the university, particularly to support international outreach and the management of external resources.

10. Many of the ASS on temporary contracts.

11. Difficulties to face the generational handover of the TRS.

12. Margin of improvement in the feeling of belonging to the institution, particularly among students.

13. Difficulty to mainstream the use of the Basque Language in all areas of university life.

14. Link and cooperation between the university and the socioeconomic and cultural fabric could be improved.

15. Uneven awareness of the Sustainable Development Goals in the university community and, in particular, of the importance of communication and dissemination to society.

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03.
MISSION & VISION

MISSION AND VISION

Mission

The UPV/EHU is the Basque public university. It is committed to Basque culture and to sustainable development through education, research, knowledge transfer, and to local and global partnerships in all fields of learning.

Vision

• The UPV/EHU provides its students with education based on research, on critical thinking with scientific method, and engaged with sustainable social development. Their time at the university should contribute to their human and intellectual development, and to their transformative power, conducting themselves ethically and creatively in a changing and increasingly demanding environment.

• The UPV/EHU aspires to boost its research model, focused on and engaged with the new environmental, economic, cultural and social challenges, by fostering international and cross-cutting collaboration, along with cooperation with the socio-economic environment, while showing leadership in the use of knowledge to transform society.

• The UPV/EHU, as the leading research institution in the Basque Country, is identified and showcased as the natural ally in R&D&i projects in the territory to face the challenges of the energy transition, the digital transition and social cohesion.

• The UPV/EHU is an open and permeable university rooted in its local area with the aim of generating a two-way impact. It aspires to become a benchmark for Basque society.

04.
CROSS-CUTTING AREAS

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Transformation elements have been identified that we wish to prioritise in the coming years. The aim is to respond to the current uncertainty that we are experiencing, the global and changing scenarios in which the University is immersed, and to become an identification and benchmark model for Basque society. Those vectors, underpinned by the philosophy of mainstreaming, pervade all the strategic lines of the plan and enable us to specify actions for each of them:

Internationalisation

There needs to be greater emphasis on our internationalisation in order to become a world-renowned university. Therefore, we must be a fully multilingual university, able to attract students from all over the world, with a robust international reputation for quality research and the prestige of the TRS. We have to adopt a comprehensive internationalisation approach, with high quality service and relevance of our activities so that our graduates and our staff are ready to properly respond to local and social challenges.

Digital Transformation

COVID-19 has highlighted the digital challenge that we must address. It is time to integrate and harness digital technologies in order to facilitate access and disseminate knowledge, improve the learning experience and empower students to appropriately respond to the challenges of the digital society. Furthermore new digital tools and processes to make management and services more efficient need to be implemented.

Sustainable Development Goals (SDGs)

The approval of the SDGs in 2015 provided a global reference framework to link the different university activities. In fact, the UPV/EHU was already a trailblazer with its the EHUagenda 2030, a roadmap that seeks to align the work of the University with the planet's major challenges, and enabling a pragmatic and verifiable contribution. A new goal, covering the Basque language and Basque culture, was added to the 17 approved by the UN.

Communication

In recent years, we have witnessed a growing prominence of communication in all its facets: the development of new technologies, new habits and models for social relationshiops, the demand for new professional profiles, the appearance of innovative technological media, etc. And the pandemic has only sped up that process. Communication plays a fundamental role at the UPV/EHU. It is time to establish permanent dialogue and external communication channels with our cultural and socioeconomic environment. That dialogue has to involve the whole university community and share the knowledge generated at the university with society. Therefore, establishing internal communication mechanisms for stable and smooth information flows is fundamental.

05.
STRATEGIC
LINES

STRATEGIC LINES

Now that the SWOT analysis of the UPV/EHU has been completed, and the mission and vision defined, along with the cross-cutting areas, the next phase is focused on establishing the objectives of the plan's strategic lines.

EDUCATION LINE

OBJECTIVE 01

Achieve a balance between the predominantly stable and local undergraduate degrees on offer and the more dynamic and international post-graduate studies.

Actions

01. Cross-reference the map of undergraduate and postgraduate qualifications offered by the UPV/EHU with international and local social challenges, including demographic development and the student profile, and the demands of the socioeconomic context.

02. Adapt the current degree and postgraduate offer to have an updated, coherent, attractive and sustainable catalogue of education, by optimising the available resources and harnessing the ENLIGHT project synergies.

03. Consolidate comprehensive education pathways and adapted to demand, such as: simultaneous studies, bridges, undergraduate and postgraduate dual degrees and combinable offers (complementary), along with university and higher education (e.g. Vocational Training).

04. Intensify communication of the range of education studies to potential students and to society overall, by defining a coordinated strategy among the stakeholders involved (offer, guidance and communication).

OBJECTIVE 02

Provide a wide dual-education offer at degree, Master's and PhD levels

Actions

01. Review and complete, as applicable the international and local dual offer, while enhancing other professional training models (health, education, etc.).

02. Develop an own dual-training model that ensures comprehensive training of the students, by fostering the involvement of the participating companies and entities by addressing their needs, and that highlights the benefits of the training for the different participants.

03. Encourage local companies and entities to be involved in industrial dissertations or joint dissertation projects, by highlighting the ensuing advantages.

04. Organise forums and activities that showcase dual training, aimed at companies, future students and society in general.

OBJECTIVE 03

Expand the range of master's degrees in English to attract students from other countries, along with the range of master's in Basque, in particular, the accredited ones.

Actions

01. Analyse and reorganise the offer of master's degree subjects by language, and increase the offer in English.

02. Increase the presence of the Basque in the range of accredited master's degrees.

03. Attract international students with different profiles (Latin America, European Union, Iparralde [part of the Basque Country under France), English-speaking world...).

04. Increase the presence of English in the dissemination and the education support resources.

OBJECTIVE 04

Develop own and continuing education of accredited quality in response to social demand, by increasing the online offer and the offer in the Basque language.

Actions

01. Complement and reuse the official education offer in lifelong learning and vice versa.

02. Improve and optimise the quality processes in lifelong learning, by aligning them with the quality assurance processes that are already well underway (institutional accreditation of the centres, quality seals, etc.).

03. Design a range of lifelong learning in Basque.

OBJECTIVE 05

Foster the own IKD educational model and the new framework for teaching innovation committed to the SDGs, by driving multidisciplinary training, along with digital and transversal skills.

Actions

01. Foster, based on the own IKD education model and i3 strategy, the SDGs and, particularly, quality education focused on students and with evidence-based educational innovation.

02. Drive multidisciplinary work associated to social challenges and the acquisition of the transversal skills of the UPV/EHU catalogue, in the form of innovative projects and subsequently circulating them, as well as by means of final degree projects (TFG) and master's theses (TFM), and our educational offers, including mobilities (for example, BIP).

03. Define a training strategy for digital skills.

04. Design an own teaching professional development model, coherent with the development of the IKD education model and i3 strategy, with the teaching assessment model (Docentiaz programme), and reorganise and supplement the training resources to mentor the academic staff on their development.

OBJECTIVE 06

Boost the employability of qualifications, by strengthening relations with the socioeconomic environment, incentivising and driving entrepreneurship.

Actions

01. Complete the deployment of the First Employability Plan.

02. Conduct an updated assessment of the qualifications from the perspective of employability, and contrast it with current and potential employers.

03. Intensify and showcase training in professional environments by means of curricular and extra-curricular work placements, and TFG, TFM and PhD dissertation in companies.

04. Boost training students for entrepreneurship and the teaching staff to give momentum.

OBJECTIVE 07

Develop an own model for online learning.

Actions

01. Define forms of distance learning.

02. Define the teaching roles involved in distance learning.

03. Identify the resources needed to develop teaching methods based on distance learning.

EDUCATION LINE INDICATORS

Occupancy rate.

Number of students taking part in dual-education or University-Company sandwich training at degree, master's and PhD level.

% of accredited master's degree taught in Basque.

% of international postgraduate students

% of own and lifelong learning offered online and in Basque

Number of students enrolled in lifelong learning.

% of qualifications in key education innovation programmes to develop the i3 strategy (for example, ikd i3 laborategia, campus bizia lab, etc.).

Education-job rate match.

Definition of own online teaching model and monitoring indicators.

RESEARCH AND TRANSFER LINE

OBJECTIVE 01

Foster interdisciplinary cooperation between the R&D groups of the University.

Actions

01. Generate a trilingual database of the research group to facilitate the search by priorities, challenges or missions (Horizon Europe, PCTI 2030, RIS3, SDGs, etc.).

02. Foster joint work at the Euskampus Foundation to drive interdisciplinary collaboration.

03. Drive public calls for interdisciplinary collaboration between groups.

04. Impetus to the UPV/EHU intensive research centres, their relationship with other organisational units within the university and their participation in governance bodies of the university.

05. Encourage the creation of forums in areas of strategic interest.

OBJECTIVE 02

Foster knowledge areas where there are a lack of research groups or lack of research tradition, but which contribute cultural wealth and need to be set up or stabilised.

Actions

01. Prepare a map of the areas with a low research tradition at the UPV/EHU.

02. Identify the criteria to measure the merits of those areas, so that they are recognised as quality indicators in UPV/EHU calls.

03. Implement specific training and dynamic actions to drive, tutor and motivate the participation of those groups in calls, as well as to guide them on achieving new measurable merits.

OBJECTIVE 03

Driving new research groups and incentivise new researchers by fostering a research career model.

Actions

01. Prepare III Research Plan.

02. Run information campaigns on the successes of the research groups to encourage the setting up of new groups.

03. Adapt the research career at the university to current legislation, report on it and establish a programme of senior researcher testimonials to create role models for the upcoming generations.

04. Organise calls, or adapt existing ones, aimed at new staff to enable them to embark on leadership as lead researchers, and with a special focus on women researchers.

05. Drive the Human Resources Strategy for Researchers (HRS4R) strategy as part of the defined Action Plan.

OBJECTIVE 04

Link the research challenges and the own SDG agenda, EHUagenda 2030.

Actions

01. Foster knowledge of the SDGs, ensure that our calls involve the research groups with those goals and showcase the results.

02. Conduct specific calls with other agents or adapt the existing ones, that are linked to SDGs, such as SDG 14, which are priorities for our university.

OBJECTIVE 05

Promote recognition of research with direct impact with a direct impact on the cultural wealth of society.

Actions

01. Recognise and incentivise the involvement of the research staff in tasks to disseminate knowledge according to the demands of society.

02. Encourage participation in scientific literacy programmes (Horizon Europe, FECYT, etc.) to make society aware of the importance of our research.

03. Incorporate scientific dissemination as a merit in our calls and encourage the request for six-year transfers.

04. Focus on the measurement and visibility of the social impact of the research and the transfer in all knowledge areas.

OBJECTIVE 06

Stimulate entrepreneurship and transfer of knowledge.

Actions

01. Organise activities to report on and raise awareness of the results likely to be recorded as intellectual property and generate contracts, or which can facilitate entrepreneurship and spin-offs.

02. Run training actions aimed at enhancing the role of our university as an entity that generates and transfers knowledge, by fostering the shared use (Open Access, Creative Commons, etc.) of the licence of the results and highlighting their impact on society and its production fabric.

03. Cooperate with local institutions and companies (particularly with SMEs, clusters and business associations) to disseminate our knowledge and offer the contracting of our technological offer and General Research Services (SGIKER).

04. Add the requirement in our calls to include a dissemination summary of the research results obtained that could be used by the Communication Office.

OBJECTIVE 07

Strengthen international and local external alliances.

Actions

01. Disseminate and share information on platforms and international bodies in which our research staff have taken part.

02. Foster the setting up of stable international and local networks and consortia to enter R&D&i competitive projects, for example as part of the RVCTI (particularly with the BERC and Health Research Institutes), Euskampus, the Euroregion or ENLIGHT or other similar ones.

03. Impetus to European partnerships and participation in major initiatives of the Horizon Europe Programme, by implementing proactive policies that foster the leadership/coordination of those projects by UPV/EHU research staff.

04. Drive the SGIker and integrate them, as applicable, in international and national networks.

05. Foster research relations with the UPV/EHU Latin-American Network.

OBJECTIVE 08

Heighten the international visibility of the research excellence at our university.

Actions

01. Guarantee the international visibility of our university by improving our position in the main rankings, increasing the website content in English and participation in social media.

02. Disseminate and facilitate the procedure to use and access the ADDI institutional repository in English as well.

03. Promote the use of biometric identification systems (ORCID, WOS, Scopus, etc.) for the research staff.

04. Impetus to policies to obtain the international PhD mention.

OBJECTIVE 09

Foster research in Basque and help to adapt to and disseminate in Basque research conducted in other languages.

Actions

01. Formalise and renew collaboration agreements or conventions with the Basque media.

02. Support the organisational units or entities with recognised activity in Basque.

03. Impetus for Basque/English bilingual scientific publications, particularly in their digital edition.

INDICATORS OF THE RESEARCH AND TRANSFER LINE

Economic resources raised.

% of groups by knowledge areas.

Number of groups aligned with the SDGs.

Number of impacts in the media.

Revenue per transfer (€).

No. of spin-offs created.

Number and % of industrial dissertations.

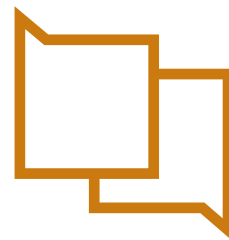**Number and % of dissertations with international mention.**

Revenue from licences and patents (€).

Indexed publications (WoS and/or SCOPUS).

Position on the Shanghai ranking.

Number and % of dissertations in Basque .

CULTURE AND SOCIETY LINE

OBJECTIVE 01

Improve communication to society, along with the dissemination of knowledge and the cultural legacy of the UPV/EHU.

Actions

01. Disseminate the communication procedure to the members of the faculties, centres and the community, and provide training.

02. Increase communication actions from faculties and schools to the communication office.

03. Support, promote, recognise and communicate the social initiative and the civic commitment of students and TRS and ASS to society.

04. Improve the website and public information to consolidate the brand image.

05. Establish regular communication with social and economic stakeholders and institutions.

OBJECTIVE 02

Facilitate collaboration projects and agreements with the Basque cultural and socioeconomic environment.

Actions

01. Include all sociocultural projects and agreements in the register.

02. Recognise the academic staff's promotion and involvement in sociocultural projects (to foster student participation).

03. Strengthen the relations and image of the University with public institutions.

OBJECTIVE 03

Lead the improvement of the humanistic and scientific culture of Basque society; with a specific focus on the Basque language and culture.

Actions

01. Establish the criteria for the humanistic and scientific culture offer.

02. Bring the Basque language offer and culture to students, staff and society. Drive preferential actions for students.

03. Continue reinforcing production in Basque.

04. Drive the knowledge and use of the Basque language among the university community.

05. Assessment of the III Basque Language Plan and preparation of the IV Basque Language Plan.

OBJECTIVE 04

Consolidate its position as a benchmark model in gender equality, inclusion and sustainable development.

Actions

01. Report and showcase, internally and externally, the activities implemented.

02. Disseminate the programmes contributing to the implementation of the IKD3 strategy among academic staff to integrate it in all subjects.

03. Coordinate the groups fostering environmental conservation, gender, inclusion and sustainable development.

04. Boost support programmes for groups with special needs (people with disabilities, refugees, groups in situations of cultural, economic, social vulnerability, etc.).

OBJECTIVE 05

Perform actions related to the needs, challenges and problems of society overall, both in teaching and research, and in knowledge transfer.

Actions

01. Set up initiatives related to sociocultural issues in conjunction with social stakeholders including spaces such as EHUgune and chairs with social impact.

02. Encourage volunteering.

03. Foster reflection on the identity of the organisation in relation to society.

04. Impetus to the EHUalumni network and consolidate the Mentoring, Ambassador and Cicerone programmes.

INDICATORS OF THE CULTURE AND SOCIETY LINE

Number of UPV/ EHU news items appearing in the media.

Number of actions and participations in the partnership activities with the Basque cultural and socioeconomic environment.

Assessment of the III Basque Language Plan, and design and development of the IV Plan.

Number of centres and services that have implemented Bikain certification.

Number of actions and participants in the activities implemented regarding gender equality, inclusion and sustainable development.

Number of actions and participations in the activities related to the needs, challenges and problems of society overall.

PEOPLE LINE
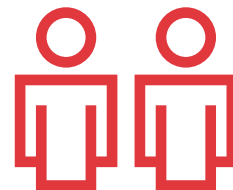
OBJECTIVE 01

Foster adequate employment conditions and stable posts with future outlook, along with integrating and supportive human environments.

Actions

01. Consolidate the positions, by conducting public sector job procedures and encouraging promotion; in the case of ASS, by increasing the frequency of the transfer competitive procedures; and in the case of the TRS by reducing the stabilisation waiting times for the accredited TRS in the vacant position.

02. Design a collective and individual mental and physical health monitoring plan, with special focus on the most vulnerable and preventing accidents and illnesses.

03. Update the monographs of the Administration and Service Staff, establish and rethink procedures for the tasks.

OBJECTIVE 02

Develop a multiannual plan regarding TRS and ASS needs, and support their professional career.

Actions

01. Approve reference workforces for the TRS and for ASS, and bringing them in line with the strategic goals of our university and the needs arising from digitalisation and internationalisation.

02. Review, improve and implement the regulations and the system for managing TRS pools, and eliminating any duplications as far as possible.

03. Envisage adjunct positions in the multiannual plan, considering possible retirements in the medium term and the structural problems of each area.

OBJECTIVE 03

Drive the rejuvenation of the staff, by means of generational handover and early stabilisation of the staff.

Actions

01. Develop a plan to foster the generational handover of the ASS and TRS within current legislation and budgets, and avoiding the decapitalisation of the university due to loss of knowledge and relational capital.

02. Design a programme to attract and nurture talent.

03. Establish different onboarding and mentoring strategies for new TRS and ASS to foster their early stabilisation and where there is a change of duties or post.

OBJECTIVE 04

Foster the prestige and recognition of collective and individual work.

Actions

01. Prepare a strategy for the internal and external recognition of individual and collective good practices / (good results) with emphasis on the SDGs and to foster and recognise collaboration and participation in international – particularly teaching – activities.

02. Develop actions to promote the feeling of belonging to the UPV/EHU of the different segments, particularly the student body, and strengthening the corporate image.

OBJECTIVE 05

Foster the active and co-responsible role of each student in their learning process.

Actions

01. Advance in the implementation of active teaching methodologies, in line with the IKD i3 education model.

02. Organise training activities and mentoring programmes for the student body that foster the development of transversal skills set out in the UPV/EHU catalogue.

03. Work, by means of monitoring and assessing the inclusion plan, for the people in vulnerable situations (with disabilities, refugees, with economic difficulties…) to be active social inclusion stakeholders.

OBJECTIVE 06

Drive the suitability and training of people in line with the mission and vision of the University.

Actions

01. Organise activities (workshops, courses) focused on the acquisition of digital skills by the staff and students.

02. Organise activities in the framework of the EHUagenda 2030 to bring the university community in line with sustainability.

03. Boost the English linguistic skills of the university community (ASS, TRS and students).

04. Drive the knowledge and use of the Basque language among the university community.

OBJECTIVE 07

Drive the renewal, flexibility, integration and permeability of the information applications/systems for the use of the staff and students.

Actions

01. Design new software architecture – fostering the use of free software – towards the evolution of computer applications to support the different management processes most frequently used by the different parts of the university.

02. Streamline the processes using GAUR, UXXI or other portal or applications.

03. Facilitate a single portal for the needs of academic life.

OBJECTIVE 08

Strive to minimise possible economic stratifications among students who wish to study at post-graduate level.

Actions

01. Prepare an assessment that helps to detect the structural barriers and different forms of exclusion that hinder or even prevent certain sectors or population groups from studying at post-graduate level.

02. Study the possibility of extending the undergraduate grant programmes to post-graduate students.

OBJECTIVE 09

Facilitate work-life balance and foster measures to overcome the gender bias that hamper women in their professional careers.

Actions

01. Gradually introduce more flexible work methods and formats, such as telecommuting and remote working (ASS).

02. Publish and update the work-life balance guide, facilitating options for temporary breaks from work, with possibility of returning afterwards (leave of absence).

03. Publish information on the salary gap at the UPV/EHU and other issues related to gender bias.

INDICATORS OF THE PEOPLE LINE
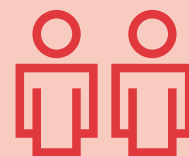
% of ASS on temporary contracts.

Time between the accreditation of adjunct teaching staff for a tenured position and their inclusion in public sector job procedures.

Time between the accreditation of a position of senior professor or full-fledged professors and promotion.

Approval of the ASS reference workforce.

Approval and development of the TRS reference workforce.

Average age of the ASS and TRS.

Number of actions and people who receive recognitions, by groups.

Number of students taking part in training activities and mentoring programmes that foster the development of transversal skills set out in the UPV/EHU catalogue.

Number of people who have participated in the activities organised as part of the EHUagenda 2030.

Degree of progress in the design of new software architecture.

Degree of progress in the process to unify portals and/or computer applications.

Degree of progress in preparing assessments and proposed aid programmes for postgraduate students.

Updating and monitoring the Work-Life Balance Guide and the Remote Working Plan.

GOVERNANCE AND RESOURCES LINE

OBJECTIVE 01

Foster co-responsibility, co-participation and engagement of the university community in the decision-making and in the projects of the UPV/EHU; particularly among the youngest people.

Actions

01. Prepare the II Student Participation Plan, reform the regulations to foster participation and communication with this segment.

02. Set up work groups on different issues with the participation of students, ASS and TRS.

03. Use of the participation protocol in the rule-making procedure.

OBJECTIVE 02

Foster adequate infrastructures to generate friendly campus and better university life.

Actions

01. Prepare a multiannual infrastructure plan that includes spaces to facilitate transfer, debate, culture and dissemination, and greater outreach to society and to the university community. The plan will establish measures aimed at the safety of users in its facilities and will prioritise measures aimed at improving accessibility and mobility, along with places in university halls of residence.

02. Approve sustainable mobility plans in public transport or in alternative means to the car, in conjunction with other public institutions. Adopt measures that facilitate access to the campuses, along with intercampus transport.

03. Provide an attractive range of cultural and sport activities, in conjunction with social stakeholders and public institutions, to support the academic, work and life balance.

04. Develop the first health and environmental management plan adapted to the new climate-energy transition context.

OBJECTIVE 03

Foster two-way and empathic communication between the different university posts and the university community.

Actions

01. Meetings of members of the rector's team with the different government bodies and/or groups (centres, departments, chairs, research institutes, student councils, etc.), to detect problems and foresee solutions or mitigation actions, particularly with those bodies that have been reorganised in recent years.

02. Design a plan to develop a corporate intranet to bring together the tools and channels needed to foster collaborative work and vertical and horizontal internal communication between TRS, ASS, students and other university segments.

03. Delve into the non-adversarial conflict resolution methods, following university coexistence legislation and in conjunction with the Aldezle (student ombudsman).

04. Prepare and approve the UPV/EHU ethics code.

OBJECTIVE 04

Generate a balance between the transparency of the processes and their bureaucracy, along with making the resources and management of the information more efficient, by harnessing the opportunity offered by the advances in the digital transformation process.

Actions

01. Create a data unit to facilitate their communication and publication.

02. Configuration of management applications from the user perspective.

03. Publish the agreements of the collegiate bodies on the website, increase the use of good governance instruments and report on the organic and functional operating of the university, indicating the contact persons and/or management units for different matters.

OBJECTIVE 05

Present projects that are in response to social challenges and SDGs, using the calls of the NextGenerationEU Funds (NGEU) among others.

Actions

01. Prepare a project catalogue that facilitate greater outreach and contact by the university with society and which are eligible for those funds.

02. Establish alliances with other entities and companies for the participation of the UPV/EHU in the strategic projects implemented as part of the NGEU initiative.

OBJECTIVE 06

Remove the administrative burdens and regulatory barriers that can hinder the development of strategic projects, when not necessary to guarantee the achievement of a public interest or of the University, with the participation of the bodies, services or stakeholders involved or affected.

Actions

01. Set up working groups comprising students, ASS, TRS, along with the people who work in the rector's office, in order to analyse and make recommendations about the regulations and procedures in different areas, adjusting to the good regulation principles and which allow a better response to internationalisation initiatives.

02. Develop a user-friendly e-administration, taking into account the "one-stop-shop" method and the catalogue of university procedures.

03. Provide information on and, as applicable, training on all the services/centres/units of the university that are affected by the approval or amendment of legislation, and focusing on its application at our university.

OBJECTIVE 07

Improve private and public financing, while always taking into account the public service goal of our university.

Actions

01. Prepare a shared strategy with that Basque Government that allows a new university plan to be developed that is coherent with the mission of the public university.

02. Implement analytical accounting in order to steer strategic decision making.

03. Heighten the visibility of the external and internal results and the social and economic impact of the University to increase the external financing obtained via agreements or contracts with other public and private entities.

04. Prepare a patronage programme.

05. Establish regular communication with social and economic stakeholders and institutions.

OBJECTIVE 08

Foster gender equality in the university leadership.

Actions

01. Implement an equivalent programme to AKADEME for the TRS.

02. Prepare the IV Equality Plan, whose core areas will include establishing actions to foster a balance presence of men and women in governing bodies and in the highest qualified ASS and TRS posts, incentivise STEM vocations among women, and training students and staff in the deconstruction of gender roles, sexual diversity and in the protocol against gender-based violence at the UPV/EHU.

03. Mark international days to call for gender equality and sexual diversity, and highlighting university benchmarks of female leadership.

INDICATORS OF THE GOVERNANCE AND RESOURCES LINE

% of occupancy of the student representation posts on the governing bodies and % of student participation in elections.

Number of activities offered (cultural, sport, informative, etc.) and number of participants.

Number of meetings between the rector's team and the different governing bodies and/or groups.

Results of the UPV/EHU student and staff satisfaction survey.

Number of updated applications that cut the time needed by the users.

Number of times that good governance procedures have been used.

Financing obtained (€) in projects financed with NGEU funds.

Number of procedures included in the one-stop-shop.

Income (€) via agreements and/or contracts.

% of women in leadership posts (lead female researchers of research groups; female senior or full professors; ASS women in group A1).

% of women in governing bodies - rector's team, centre management teams, department management, governing council, Faculty and centre boards -).

06.
STRATEGIC PLAN METHODOLOGY

STRATEGIC PLAN METHODOLOGY

The strategic plan was prepared via a participative process involving various groups of the university and from society in general. The plan was developed over three phases: the first phase was to draft an outline document that was approved by the faculty; the intermediate phases, when the university community drafted a proposal that was submitted for input from society represented by the Social Board; and the final phase was the presentation of the plan to the Governing Council for approval.

01

Preliminary phase

The preliminary phase sought to prepare an outline proposal to facilitate contributions from the members of the UPV/EHU factory and subsequent debate and approval at the faculty meeting. The proposal incorporated contributions from other UPV/EHU plans involving the university community and which were approved by the different decision-making mechanisms of our university.

02

Second phase

The second phase comprised the setting up of a participative process where the university community and society contributed to the proposed strategic plan.

The strategic lines, actions and indicators to reach the strategic objectives of each core area were defined at this stage. This part consisted of an internal participation process and an external one.

The internal participation process was conducted through work committees for each strategic line. Each committee defined the strategic lines and identified the actions required for meeting the objectives.

The committees were made up of representatives from the different sections of the university linked to each strategic link, and were coordinated by staff from the rector's team or from other management bodies at the UPV/EHU with responsibility for the areas addressed in the corresponding strategic line (coordinator). Each committee coordinator was tasked with gathering contributions, setting the pace and work methodology, and preparing the proposal.

06. Strategic plan methodology

The committees were made up as follows:

• Coordinator.

• 1 member from each of the statutory committees related to each of the strategic lines:

  - for the Education line, from the Degree Committee and from the Postgraduate Committee.

  - for the Research line, from the Research, Development and Innovation Committee (RDIC).

  - for the Society line, from the Equality Committee, the Development Cooperation Committee and the Basque Language Committee.

  - for the People line, from the University Professors Committees (UPC).

  - and, finally, for the Governance and Resources line, from the Statutory Development Committee (SDC) and from the Economic Committee of the Governing Council.

• 1 student from the Degree Committee and 1 from the Postgraduate Committee.

• 1 ASS representatives linked to the strategic line, nominated by the line coordinator.

• 6 TRS linked to the strategic line, or the number of TRS necessary for the Committee to be made up of 15 members.

Anybody interested in participating could put themselves forward.

Given the level of interest exceeded the recommended maximum number of participants (15 per work committee), the following criteria were used to select the members: campus balance, gender balance, knowledge area balance, and at least half the membership should be bilingual.

Contributions were sought from the Social Board in order to organise the external participation, and which were discussed during a work session with representatives of the entities and institution with a long-standing close relationship with the university.

03

Final phase

The final phase was a further participation phase when all the documents were made available to the whole university community using an interactive tool on the institutional website. At the end of the period to submit assessments, suggestions and comments, and once they had been analysed, the Strategic Plan was submitted for its discussion and approval by the Governing Council.

07.
ANNEX

ANNEX
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