

STRATEGIC PLAN

2016/2019

/ PEOPLE

/ INNOVATION AND QUALITY
IN TEACHING AND RESEARCH

/ INTERNATIONALIZATION

/ INTERACTION with SOCIETY

/ GOOD GOVERNANCE

UNIVERSITY OF ALMERIA



UNIVERSITY OF ALMERIA





STRATEGIC PLAN

U N I V E R S I T Y O F A L M E R Í A

2016/2019



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Since its creation in 1993, the University of Almeria has made a very important contribution to the social and economic development of its environment, particularly at the provincial level, through its training offer, its research activity and knowledge transfer to companies, and its active participation in the promotion of culture and sports.

At present, the University of Almeria continues to face important challenges, which makes it necessary for the decision-making and long-term management of our University to be oriented towards the achievement of clear, ambitious and coherent objectives. The Strategic Plan of the University of Almeria that we have designed (PLAN_UAL_2016-19) rests on the basic principles of strategic management already addressed in FUTURAL (previous strategic plan for the period 2004 to 2010), to update the vision of the future of the institution and improve its adaptation to the new social and economic environment.

PLAN_UAL_2016-19 is the result of a participatory process of reflection on the present and future situation of our university. This process has allowed the university community to define their aspirations in the form of strategic lines and major objectives, which will become the guiding focus of decision-making and the development of future projects to be carried out in the next 4 years.

The strategic objectives that define the model of Public University have been raised in the field of teaching, research, internationalization, interaction with society and good governance taking people, with their involvement and participation, as a fundamental focus of the process. Our university project offers a competitive training and research model at an international level, based on six key aspects:

First, an offer of undergraduate degrees and masters that combine in a balanced way general qualifications with a high social demand and specialized training.

Second, an emphasis on the labor incorporation of all our students, to connect talent with the business and social network, and encourage entrepreneurship as a fundamental and transversal focus of our training offer.

Third, the innovation and technological progress as a key part of our training offer. The aim is for the university community to experiment with the most advanced online learning digital technologies in courses and tutorials.

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Fourth, a comprehensive training offer for our students, considered as citizens committed to scientific, social, economic and cultural progress, with a critical spirit, and as professionals capable of facing the challenges imposed by the globalization of the economic system.

Fifth, participation of the university community in training and research projects of international scope. Our Campus must be characterized by a clearly international exchange environment.

Finally, based on the idea that research and its transfer are at the base of any university institution, the strategic vision of the University of Almeria in this area focuses on the attraction of talent, the recognized international impact of our research groups, the mobility and improvement of researchers and the support of the transfer of knowledge to the close surroundings and, in particular, to Almeria society.

The objectives and strategies defined in PLAN_UAL_2016-19 are specified in a broad set of goals and indicators in order to facilitate their implementation and monitoring. Annually, follow-up reports will be prepared to analyze and inform the entire university community and its realm to what extent the proposed vision is advanced.

I want to show my gratitude to the members of the university community and to the representatives of the entities that have collaborated generously and very actively in the preparation of PLAN_UAL_2016-19. Thanks to the broad participation, I believe that this plan represents the opinion and vision of the entire university community and thus becomes a reference for all

The analysis of the challenges we face and the aspiration to reach ambitious goals to address them, demonstrate the commitment of our University to improve its impact on society. The level of involvement and enthusiasm of our students, our teaching and research staff, our administration and services staff, and the social and productive fabric of our environment, allow us to trust that we will achieve these goals in the future.

Carmelo Rodríguez Torreblanca
Rector of the University of Almería





STRATEGIC PLAN

UNIVERSITY OF ALMERÍA

2016/2019



MISSION

The **UAL** is a public institution of higher education, created and designed to effectively and efficiently exercise a quality teaching and research function that contributes to the economic and social development of the Almeria society through the transfer of knowledge.



VISION

The **UAL** aims to be a university characterized by a transparent and participatory government, focused on the student's overall satisfaction and the recruitment of talent, through excellence in teaching quality, the transfer of knowledge to society and a greater degree of international recognition, especially in the agro-food and environmental field.

PRINCIPLES OF GOVERNMENT

The **Strategic Plan** will be implemented following the following basic principles of government:

/ RESPECT

“Respect for people, their opinions, their skills and their work is at the base of academic behavior. Discrepancies must be respected and cannot be grounds for exclusion, but for addition and enrichment”.

/ PARTICIPATION

“Participation must be the mechanism for identifying alternatives and making decisions. The relevant decisions must be analyzed with the participation of all the sectors that make up the university community”.

/ TRANSPARENCY AND RESPONSIBILITY IN MANAGEMENT

“The entire university community needs to have information about the decisions taken, their motivation and their results. Transparency and accountability is an unavoidable obligation at all levels and aspects of the government of the University and is part of the ethical commitment that all managers must share”.

/ ASSESSMENT OF MERIT, CAPACITY AND WORK

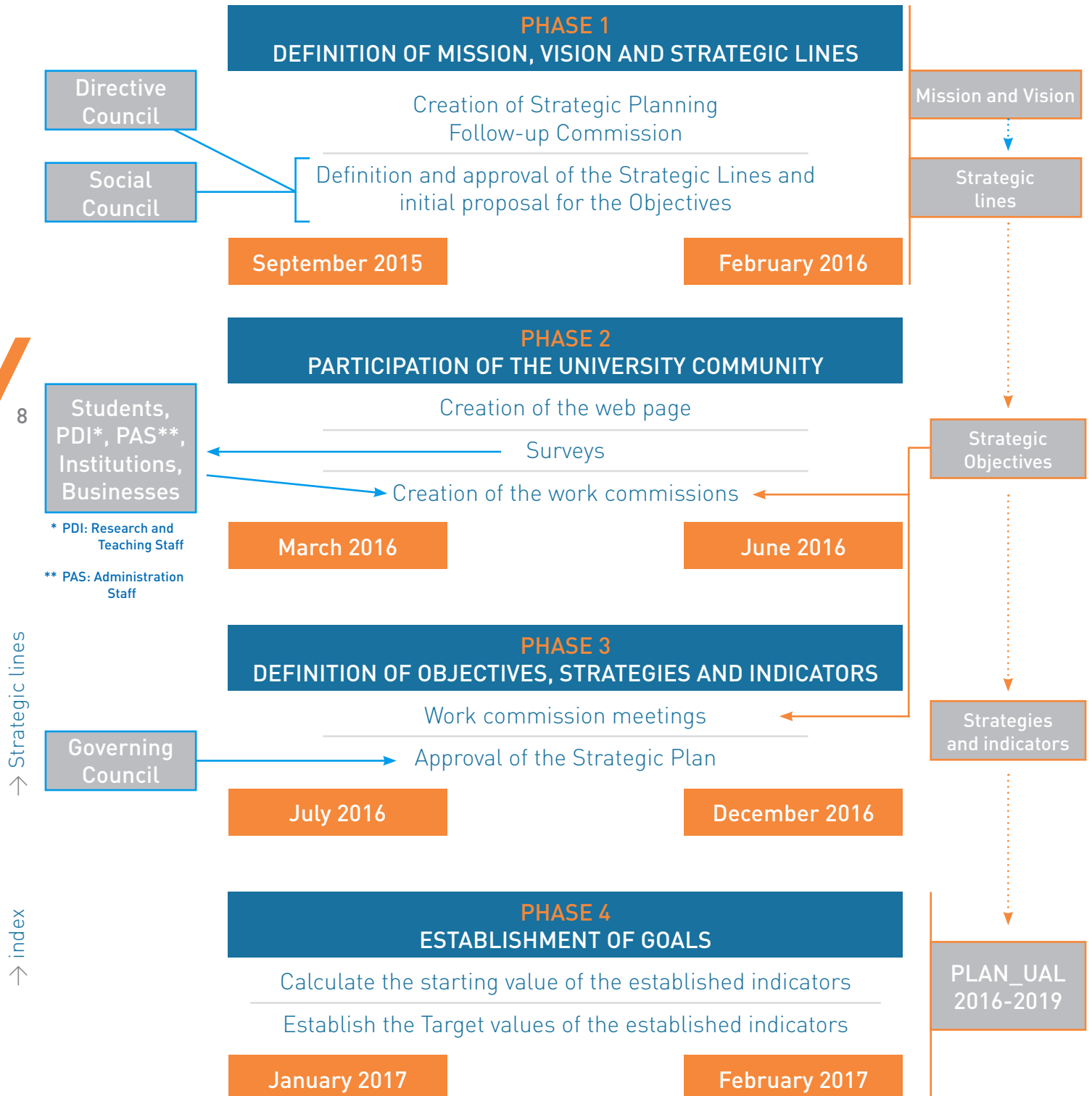
“The merit, ability and the work of people are necessary requirements to achieve objectivity and equity in the distribution of resources and in the processes of selection and promotion of teachers, professionals in administration and services as well as students.”.

/ INDEPENDENCE AND AUTONOMY

“Both principles must be the guiding principles of the functioning of the economic control bodies’ and guarantee of personal rights. They must also be reflected in the students’ representative bodies, so that they can freely express their claims and participate in all the decisions that affect their education”.

METHODOLOGY

The preparation of **PLAN_UAL_2016-19** has been an internal process carried out at the University of Almeria, but at the same time, it has been an open process that has included the participation of the university community, as well as other interest groups and relevant institutions of society in Almeria for the development of the strategic plan, the following methodology has been followed, consisting of 4 phases:



PHASE 1

DEFINITION OF MISSION, VISION AND STRATEGIC LINES.

October to February 2016.

The proposal of mission and vision of the **UAL** was developed by the UAL Board of Directors in coordination with the Strategic Planning Follow-up Commission (CPE) created in September of 2015 and the Commission of Strategy of the Social Council. For this purpose, prior to the mission and vision definition sessions, different documents and information related to the environment and the internal characteristics of our university were reviewed: strategic lines proposed by the Social Council, document of analysis and diagnosis of Almeria's economy, impact study of the UAL, government program of the current management team, etc.

The work sessions carried out resulted in the approval of the Mission, Vision and main Strategic Lines of **PLAN_UAL_2016-19** in ordinary session of the Social Council on October 27, 2016.



PHASE 2

OPENING OF THE PARTICIPATION PROCESS OF THE UNIVERSITY COMMUNITY.

March to June 2016.

In April 2016 the process of participation of the university community in the Strategic Plan began. This process was carried out through the following participation initiatives:

Creation of the [Website](http://www.ual.es/planestrategico) of the Strategic Plan 2016_2019 of the University of Almeria. (www.ual.es/planestrategico).

Participation of the university community in the work commissions of the strategic lines.

Questionnaire for consultation and contribution of ideas and initiatives linked to strategic lines, through personalized surveys and open mailing lists and through a form available on the Web, to the following groups: Students, Teaching and Research Staff, Administration and Services Staff, Companies, Public Administrations, Trade Unions and Associations from Almeria's Society.

PHASE 3

DEFINITION OF OBJECTIVES, STRATEGIES AND INDICATORS OF EACH STRATEGIC LINE.

July to December 2016.

In this phase, carried out in the second semester of 2016, meetings were held in each of the Strategic Lines Work Committees. All the people who requested were integrated in the Strategic Lines Work Commissions. Different members of the Board of Directors directed and co-chaired the work meetings, taking into account the affinity of their institutional responsibility and the strategic line.

For the identification of the main monitoring indicators, special attention has been paid to the different performance indicators used by the university sector at the national and international level, the current and future funding model of Andalusian universities and the idiosyncrasies and information resources of our university.

The result of this work resulted in the preparation of the Strategic Plan [PLAN_UAL_2016-19](#) approved in Session of the Governing Council of the University of Almeria on December 19, 2016.



PHASE 4

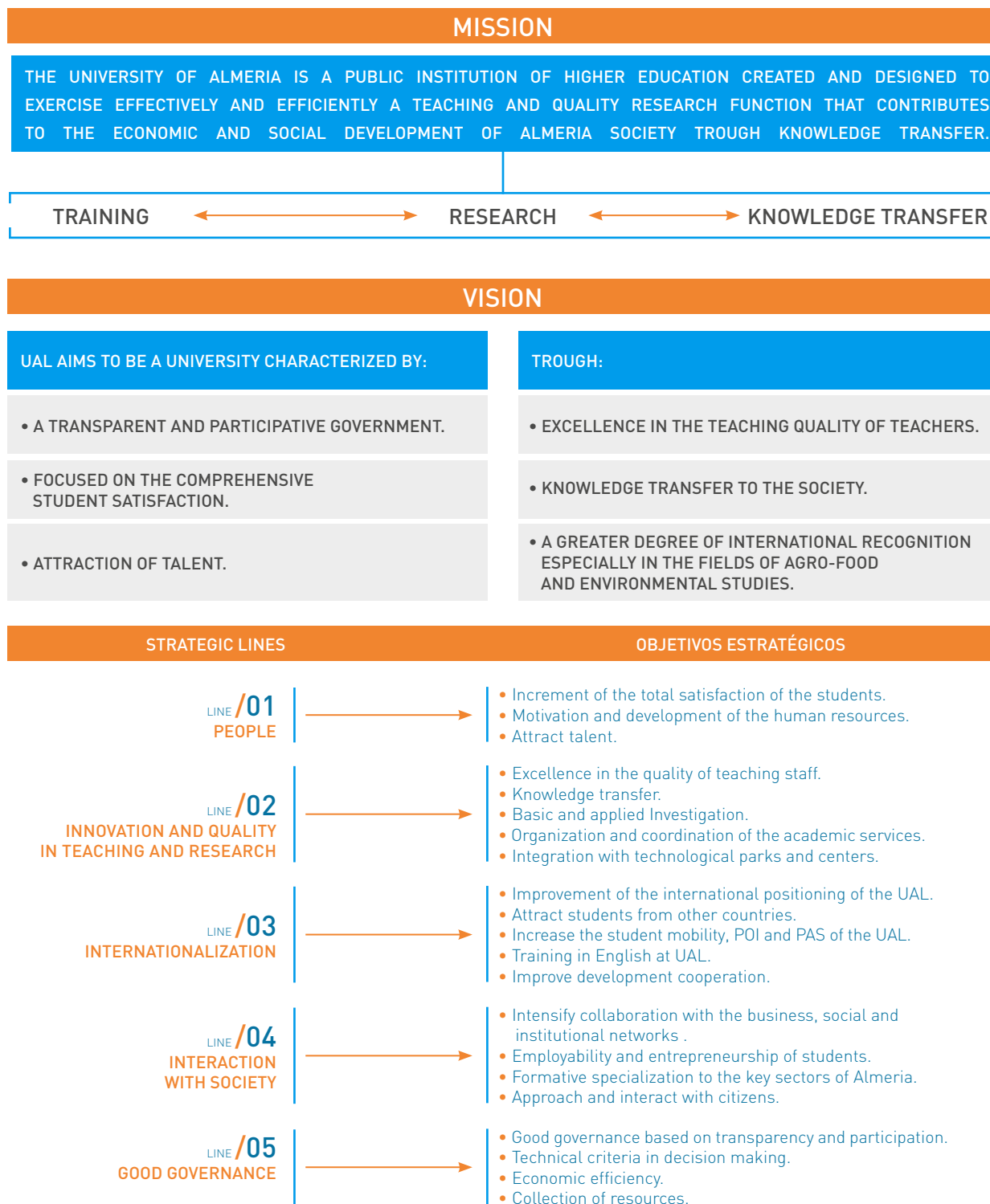
ESTABLISHMENT OF GOALS AND BASE VALUES FROM THE INDICATORS OF MONITORING STRATEGIC OBJECTIVES.

January - February 2017.

With the monitoring indicators of strategic objectives approved in the Governing Council, the Monitoring Committee of the Strategic Plan in coordination with the Vice-Rector for Planning, Academic Organization and Teaching Staff has calculated the basic starting value of the established indicators. Target values to be reached in the execution period of [PLAN_UAL_2016-19](#) have been established by the Board of Directors.

STRATEGIC PLAN OUTLINE

The following graph shows the outline of the Strategic Plan of the University of Almeria for the period 2016_2019.



To achieve this strategic vision in the 2016-19 horizon, our PLAN_UAL_2016-19 establishes 5 priority strategic lines, whose development will be marked by different associated strategic objectives.

UAL NUMBERS

The main figures that define the University of Almeria (referred to the 2015-16 Course) are presented below

STRUCTURE

FACULTIES
8

DEPARTMENTS
13

UNDERGRADUATE DEGREES
31

MASTER DEGREES
36

DOCTORATE PROGRAMS
14

INVESTIGATION GROUPS
140

INVESTIGATION CENTERS
8

RESOURCES

BUDGET

93,3 Millones de €

RUNNING COST PER STUDENT

4.977 €

INVESTMENT PER STUDENT

1.052 €

RATIO OF PHD TEACHING STAFF (PDI)

94,3 %

TEACHING AND RESEARCH STAFF (PDI)

780

SERVICE AND ADMINISTRATION STAFF

464

STUDENTS

UNDERGRADUATE STUDENTS

10.851

GRADUATES IN BACHELOR DEGREES

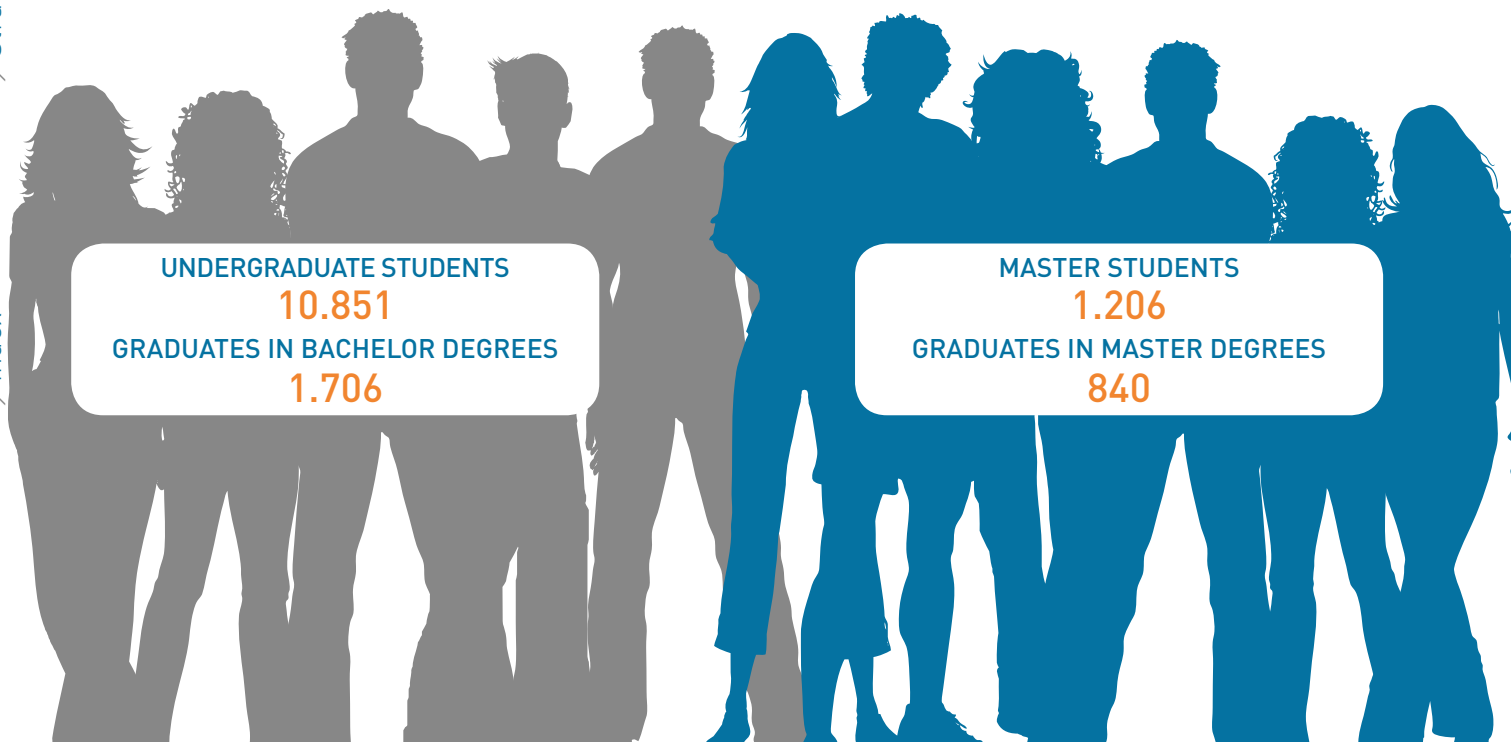
1.706

MASTER STUDENTS

1.206

GRADUATES IN MASTER DEGREES

840



INTERNATIONAL PROFILE

606

Outgoing students enrolled in mobility programs.

5.148

Numbers of credits taught in English.

2.271

Mobility agreements with international universities and/or institutions.

663

Foreign incoming students.

23,16%

Theses with international mention.

3,69%

% of students in International Mobility Programs.

Funds for international cooperation projects.

317.252 €

13

ACADEMIC RESULTS

→ 6,1

Average Entry Mark For Undergraduate Degrees.

→ 4,00

Student Satisfaction (Education, out of 5).

→ 73,12%

Percentage of students doing business internships.

→ 1.255.450,90 €

Income from life long learning programs

95 ←

Doctoral Theses defended in 2015.

RESEARCH RESULTS

High impact
publications in
2015 (Q1 JCR)

170

Research articles published
JCR and SCOPUS in 2015

JCR= 496
SCOPUS=530

72

REGISTERED
PATENTS

14

Ratio of tenured professors
active within a six-year term.

61,02%

Income from competitive
research projects 2015

13,9 million €

Income transferred
to research (2015)

2,1 million €



EMPLOYMENT AND RELATIONSHIP WITH THE SOCIETY

23%

Participation of the university
community in sport activity.

74

Doctors employed
by business in the last 3 years.

15

3.909

Agreements in vigour with
businesses and institutions.

248

Number of university
extension activities



STRATEGIC
LINES



LINE / 01
PEOPLE



LINE / 02
INNOVATION AND QUALITY
IN TEACHING AND RESEARCH



LINE / 03
INTERNATIONALIZATION



LINE / 04
INTERACTION WITH SOCIETY



LINE / 05
GOOD GOVERNANCE



LINE / 01

The **student** is the **main reference**
for an academic institution such as
the University of Almeria

/ PEOPLE

Objectives

- / Increase the student's overall satisfaction.
- / Improve levels of motivation, commitment, development and staff satisfaction.
- / Attract talent.

OBJECTIVE / 1

INCREASE THE STUDENT'S OVERALL SATISFACTION.

The students must be the main reference for an academic institution such as the University of Almeria. Their satisfaction from the moment of admission, during their stay in the university and later as a graduates, must function both in the field of academic offerings, as well as in the complementary services that they can use in their participation in university life.

Strategies

- Improvement of students satisfaction, oriented to 3 phases: new enrolments, intermediate and pre-graduate courses, to include performances in both academic and non-academic services of interest to the students.
- Development of a student's accompaniment and guidance program, by students, former students and teachers, allowing a faster adaptation to the institution, a greater degree of knowledge and use of the services offered by the UAL and a correct academic orientation.
- Establishment of a global offer of unofficial, face-to-face and blended learning, (own teachings, university extension, postgraduate, etc.), in coordination with the Centers, for undergraduate and master's students of the UAL, as well as graduates, involving a comprehensive map of educational offerings tailored to the needs of each degree.
- Attainment of changes in internal and external communication that allow to channel effectively the necessary information at all times for the student during their stay at the UAL, facilitating participation.
- Development of professional guidance for students during and after their training stage with the collaboration of administrations, publics, alumni and companies.

Indicators and Goals

- ✓ Achieve a score of 8 out of 10 in the assessment of student satisfaction with the quality of the services offered. A difference must be made between the 3 moments in the student's assessment (access, stay in the UAL and graduation).
- ✓ Maintain a Dropout Rate of Less than 20% and reduce the number of Degrees with a Dropout Rate higher than this figure in relation to the academic year 2015-16.

OBJECTIVE / 2

IMPROVE LEVELS OF MOTIVATION, COMMITMENT, DEVELOPMENT AND STAFF SATISFACTION.

The University of Almeria must take actions to increase motivation, involvement and satisfaction in the Teaching and Research Staff as well as in the Administration and Services Staff. These actions must contemplate the design of new incentive systems, the necessary changes in training and the improvement of the work environment of the organization.

Strategies

- Establishment of individualized incentives to improve the motivation and commitment of the groups of PDI and PAS, in the areas of promotion, training, jobs reviews, working conditions and recognition of good management.
- Modify the Continuous Training Plan of the PAS so that, based on a prior evaluation of the users and expectations of professional development possibilities, it is oriented towards the improvement of the processes and the use of new technologies, to improve the satisfaction of both collectives.
- Implementation of evaluation systems and incentives based on efficiency and work excellence, such as recognition system and performance improvement, for PDI and PAS.
- To comprehensively address the evaluation of the work climate in the University, publish its results and develop actions aimed at its improvement.
- Development of changes in the pedagogical training of teachers, through the Continuous Training Plan, aimed at improving teaching in the EHEA, the use of learning support tools, knowledge of the different possibilities of access to scientific information and its distribution.
- Creation of a favorable working environment, through the adaptation of measures aimed at the conciliation of work and family life, as well as the promotion of healthy and sporting practices.

Indicators and Goals

- ✓ To reach a percentage of participation in the continuous training plans of more than 50% in PAS and PDI.
- ✓ Improve the assessment of the work climate of the PDI and PAS in each year of execution of the Strategic Plan.
- ✓ Maintain the number of promotions in PDI and PAS in relation to 2016.



OBJECTIVE / 3

ATTRACT TALENT.

The attraction of talent, both students, teaching and research staff and service management personnel, both nationally and internationally, as a way to enrich the university and its environment, should be favored by regulatory changes and changes in the conditions of development of academic activity.

Strategies

- Promote the attraction of national and international students, with the participation of our students, teachers and alumni, as ambassadors of our training offer, especially in Master Degrees
- Implementation of a proactive policy of recruitment and retention of talent of the PDI at an international level, which has more flexible and adequate instruments of hiring and with internationally well-defined criteria.
- Establish an own program of recruitment, consolidation and promotion of excellent doctors in coordination with the Centers and Departments.
- Modify the conditions of development of the current degrees (content update, schedules, teaching in another language, company practices, etc.), especially in those degrees with high potential for future demand, to attract the most excellent national and international students.
- Develop incentives aimed at attracting students with good records for the University of Almería, reward their stay and try to keep them linked to the university at the end of their studies.
- Promote a policy of attraction and retention of talent in the research staff, especially in the areas of excellence, through regulatory changes and the provision of pre doctoral grants that favor more flexible and suitable instruments for recruitment.

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Indicators and Goals

- ✓ To reach a percentage of at least 25% of students from other autonomous communities or from abroad in our Masters Degrees.
- ✓ Reach a percentage of at least 10% of students who come from other autonomous communities other than Andalusia in our Undergraduate Degrees.
- ✓ Double the percentage of participation of foreign professors and researchers in our Masters in reference to the 2015-16 academic year.
- ✓ Increase the global cut grade for access to Undergraduate degrees, reaching at least 6.
- ✓ Achieve a minimum of 30% of the work PDI that have obtained the doctorate in a university other than the University of Almería.
- ✓ Increase the number of pre and post-doctoral contracts in reference to the 2015-16 academic year.

↑ Strategic lines

↑ index



LINE / 02

The **excellence** in the teaching and research quality of our teaching staff is a crucial element to **successfully** carry out the academic activity

/ INNOVATION AND QUALITY IN TEACHING AND RESEARCH

Objectives

- / Search for excellence in the teaching quality of the professorship.
- / Focus the teaching and research efforts on the transfer of knowledge.
- / Improve basic and applied research.
- / Adapt the infrastructure and campus of the UAL to the needs of the university community.
- / Improve the organization and coordination of general services.
- / Increase the presence of the UAL in the Technological Parks and Centers.

OBJECTIVE / 1

SEARCH FOR EXCELLENCE IN THE TEACHING QUALITY OF THE PROFESSORSHIP.

The excellence in the teaching quality of the teaching staff is a crucial element to successfully carry out the academic activity. In order to favor it, changes must be made in training activities, the transfer of research results to teaching must be facilitated, and improvements in the teaching methodology, the coordination of degrees and in the selection processes of the PDI should be proposed.

Strategies

- Update the processes of evaluation of the teaching quality and reorient the teachers' incentives, both in the teaching and research fields, to reward excellence in academic activity.
- Establish a plan of actions of transfer to the teaching work of the PDI's research results, increasing the connection with the labor reality in the current learning methodologies in Bachelor and Master, in a way that makes the students participate.
- Redefine the learning process, using the possibilities of current technology, to achieve the highest degree of competence in students.
- Promote a process of change in current teaching methodologies to offer students more opportunities to develop their talent, so that their motivation is improved, their abilities are enhanced and the different learning rhythms are taken into account
- Improve the selection processes of the PDI to assess teaching and research excellence to a greater degree.
- Improve the coordination of degrees in the learning process by reinforcing the role of the coordinators (Title, Course and Subject) and the student.
- Reinforce the training of new teachers through tutoring-supervision systems.

Indicators and Goals

- ✓ Achieve a score of at least 3.5 out of 5 on the average level of student satisfaction with their teachers.
- ✓ Maintain a reduced number of subjects with a performance rate lower than 30% (reference course 2015-16).
- ✓ Achieve progressively 3000 annual hours of training in innovative teaching methodologies in the PDI.
- ✓ Achieve a level of satisfaction with curricular practices higher than 7.5 out of 10 of employers and students.



OBJECTIVE / 2

FOCUS THE TEACHING AND RESEARCH EFFORTS ON THE TRANSFER OF KNOWLEDGE.

An essential objective of a public university institution is to improve the transfer of knowledge to society, effectively and efficiently using the current support structures for this function, facilitating relations with companies and the key strategic institutions and bodies of the transfer process.

Strategies

- Promote the transfer and scientific dissemination through an OTRI Unit that, endowed with sufficient economic and human resources, allows to increase the activities carried out, exercising them in a regular and stable manner over time and favors a research culture that enhances strategic collaborations with other institutions, companies and social agents.
- Establish a marketing plan for the technological offer of the research groups through actions aimed at enhancing the visibility of the technological offer of the UAL, both material (patents, intellectual property, know-how ...) and human (groups of research, university spin-offs, research centers ...), in addition to enhancing the value of its results.
- Encourage the participation of research groups in calls for national and international projects, encouraging, from the Office of European Projects, the participation of researchers in international decision-making forums, as well as information and support actions for the request and management of Projects.
- Support the creation of innovative spin-offs and start-ups with actions that involve the generation of scientific transfer, as well as the generation of joint knowledge developed in collaboration with innovative companies.
- Establish and consolidate relationships with companies so that they become strategic partners, fostering the generation of a transfer ecosystem with an open innovation model and fostering a fluid communication with the outside world, by approaching companies and institutions, and providing value through new solutions and improvements in processes.

Indicators and Goals

- ✓ Achieve a revenue transfer of knowledge and research of more than 2% of the global budget of the UAL.
- ✓ Achieve at least 1% of the UAL global budget in continuous education income each year.
- ✓ Achieve that at least 30% of doctors get hired by companies in the 3 years following the reading of the Doctoral Thesis.



OBJECTIVE / 3

IMPROVE BASIC AND APPLIED RESEARCH.

The UAL aims to improve basic and applied research by having the Research Groups and the Doctorate as a reference for their development, and using support instruments, such as the Own Research Plan, to improve the degree of innovation and recognized quality. The objective is to increase the funding obtained in competitive national and international calls for research projects and contracts, raise the level of dissemination of research results, and the recognition of the research activity carried out by the UAL.



Strategies

- Focus the efforts of the research policy on the promotion of quality research with demonstrable scientific impact, its effective transfer to society, and the support of the internationalization of research.
- Promote the evolution of the Own Research Plan towards the internationally recognized quality research activity and the generation of knowledge transfer in the areas of excellence and key sectors of the surroundings.
- Develop policies to support research groups that take into account the equity and accessibility of all areas of the University, including those with the shorter research trajectory.
- Bring students closer to research, innovation and transfer, through the development of recognized quality doctorate programs, and the development of an education model characterized by facilitating the transfer of research to teaching at all study levels.

Indicators and Goals

- ✓ Increase at least 10% the high impact publications in reference to the year 2015.
- ✓ Reach an average in the number of Doctoral Theses read over 80 in the next 3 academic years.
- ✓ Progress to levels close to 40% of doctoral theses read with international mention.
- ✓ Exceed 95% of PDI with Doctor Degrees over the total of full-time PDI.
- ✓ Reach the average annual figure of 8 research awards granted to the PDI in external fields.
- ✓ Publish at least 500 articles per year in academic journals indexed in the JCR and SCOPUS databases.
- ✓ Obtain an amount equivalent to 15% of the budget of the UAL, in income from competitive research projects (regional, national and international).
- ✓ Maintain a ratio of more than 60% of the tenured PDI active within a six-year term.

OBJECTIVE / 4

ADAPT THE INFRASTRUCTURE AND CAMPUS OF THE UAL TO THE NEEDS OF THE UNIVERSITY COMMUNITY.

It is necessary to review and adapt the infrastructure of the UAL, and especially the research centers, to adapt them to the teaching and academic research environment that continuously evolves and demands changes in the institution.

Strategies

- Carry out a process of revision and reorganization of spaces and schedules that allow a better use of the current infrastructures throughout the day.
- Establish a plan of support actions for teaching aimed at encouraging the use of new technologies.
- Carry out a process of infrastructure review by Centers that allows the development of specific improvement actions in each one of them.
- Establish a process of review of infrastructures by thematic areas of research that allows the development of specific actions for improvement in each of them.
- Creation of a unit for capturing resources for research.
- Empowerment and development of UAL research centers, particularly those focused on the areas of specialization of the institution (for example, agro-food and environmental studies), characterized by a greater connection with its productive and social environment.

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Indicators and Goals

- ✓ Move towards a balanced offer (2/1 proportion) of morning and afternoon teaching groups in the teachings of our Degrees.
- ✓ Reduce by 25% the number of complaints related to infrastructures and facilities on campus in reference to the year 2016.
- ✓ Increase the degree of use of the spaces dedicated to research tasks.
- ✓ Maintain a percentage higher than 60% in subjects evaluated positively in multi-modality.
- ✓ Increase the current percentage of adapted classrooms with mobile tables on the set of those available in the lecture rooms, to reach at least 40%.
- ✓ Achieve a score higher than 8 out of 10 in the user evaluations with the infrastructure and facilities of the UAL.

↑ Strategic lines

↑ index

OBJECTIVE / 5

IMPROVE THE ORGANIZATION AND COORDINATION OF GENERAL SERVICES.

As a need to achieve the above objectives, it is necessary to improve the organization and coordination of administrative services, academic and non-academic, to achieve greater efficiency in the development of administrative services.

Strategies

- Enhance the evaluation and monitoring of curricular practices by incorporating continuous improvement systems aimed at optimizing the adaptation of degrees to the needs of companies and students.
- Review and development of proposals to improve the information services to the student oriented to the clarification of competence in teaching matters of the Central Services, Centers and Departments.
- Develop the provision of academic services towards the total implementation of Electronic Administration and the latest information channels.
- Deploy and implement customer service protocols to improve their level of satisfaction.
- Strengthen the efficiency of administrative services and technical services to support research.
- Consolidate the Library of the University of Almeria as a center of academic and research resources, reinforcing its role as a dynamic instrument of higher education.

Indicators and Goals

- ✓ Achieve a score higher than 8 out of 10 in the evaluations of the services offered to the students.
- ✓ Achieve an average response time of less than 30 hours in the services provided by each administrative service and progressively reduce the average time of each service.
- ✓ Increase the use of electronic administration services in the processes related to teaching and research in relation to the level of use in 2016.

OBJECTIVE / 6

INCREASE THE PRESENCE OF THE UAL IN THE TECHNOLOGICAL PARKS AND CENTERS.

The University of Almeria must continue and improve its integration with the technological parks and centers in its surroundings by developing new transfer actions that are the result of mutual collaboration with these organizations.



Strategies

- To promote measures that involve coordinated and synergistic actions in various areas between the different parks and technology centers and the UAL, through different actions, such as joint days of transfer of research results, organization of joint forums of investors for Spin off, companies and / or PDI, request of collaborative and international projects in which the different national and international technological centers are integrated as well as companies of the technological parks and the UAL, etc.
- Develop joint business forums between PITA and UAL to promote investment activities or business advice to spin-off of the university, companies based on entrepreneurship and PITA companies.
- Develop an impulse plan for the formalization of research contracts and service provision, as well as the request for collaborative research projects between companies in technology parks, other technology centers, spin-off companies of the university and research groups of the UAL, both in national calls and in international projects.

Indicators and Goals

- ✓ Increase successively, reaching at least 20, PDIs participating in collaborative projects with Spin-off, companies located in the PITA and other research centers such as CSIC, CIEMAT, etc.



LINE / 03

The UAL aims to improve the degree of **internationalization** of the Institution and the University Community

/ INTERNATIONALIZATION

Objectives

- / Improve the international positioning of the UAL.
- / Attract students from other countries.
- / Increase the international mobility of students, PDI and PAS of the UAL.
- / Increase the level of English training in the UAL.
- / Improve international cooperation for development (CUD).

OBJECTIVE / 1

IMPROVE THE INTERNATIONAL POSITIONING OF THE UAL.

The UAL wants to improve its international positioning by participating in international recognition processes that favor its image and participation in that area, including prestigious rankings.



Strategies

- Implement a regular process of evaluation, review and contribution of information related to the positioning of the UAL in the national and international rankings, both in the institutional scope and in the most relevant fields of knowledge.
- Establish improvement actions based on the data from the satisfaction surveys and suggestions from students, professors and administrative personnel who participate in an International Program of the UAL and those who visit the UAL.
- Develop communication strategies that favor knowledge and dissemination of UAL activities in international areas.
- Deploy actions aimed at improving access to the services offered by the UAL from other countries in the teaching and research field.
- Participate in international projects in the academic, mobility and development cooperation field convened by supranational organizations, especially ERASMUS +.

Indicators and Goals

- ✓ Reach a better position, compared to 2016, in the international ranking Multirank and appear in the THE (Times Higher Education) ranking.
- ✓ Reach a better position, with respect to 2016, in the national CYD and U-Ranking rankings.
- ✓ Achieve the figure of 15 annual projects awarded in the academic, mobility and development cooperation field convened by supranational organizations, especially ERASMUS +.

OBJECTIVE / 2

ATTRACT STUDENTS FROM OTHER COUNTRIES.

In order to attract students from other countries and to make international diversity a hallmark of the UAL, modifications have to be made in the academic offer of degrees and the bilingual offer, and to develop a set of services that favor the university life of students who visit us.



Strategies

- Create an International Welcome Office that effectively offers foreign students and visiting professors the basic services needed upon arrival and during their stay at the UAL.
- Facilitate the participation of international students in the networks, associations and cultural, social and sports activities of the UAL student.
- Establish a plan for attracting outstanding international students through actions that eventually include incentives and selection criteria in areas of international relevance at the University of Almería.
- Increase the academic offer in English in Undergraduate Degrees and Masters.

Indicators and Goals

- ✓ Increase by 10% the current number of mobility agreements with universities and / or foreign institutions.
- ✓ Reach the minimum level of 600 students in incoming mobility in the curricula of the UAL.
- ✓ Achieve the full implementation of an undergraduate or Master's degree, in double degree modality with another foreign university.
- ✓ Reach the minimum level of 700 foreign students enrolled in the curricula of the UAL.



OBJECTIVE / 3

INCREASE THE INTERNATIONAL MOBILITY OF STUDENTS, PDI AND PAS OF THE UAL.

In the same line to get international diversity is a basic ingredient of the academic offerings of the UAL is necessary to develop strategies to increase international mobility of students, PDI and PAS of our university.

Strategies

- Develop actions to enhance international mobility through aids to the university community.
- Establish new alliances and agreements with universities and research centers, and review the current ones, after a previous analysis of the effect on the international prestige and quality of the University of Almeria.
- Develop alliances with other centers of excellence for the creation of double degree for undergraduate and postgraduate programs.

Indicators and Goals

- ✓ Progress until reaching 6% of undergraduate students of the UAL in international mobility programs.
- ✓ Exceed the level of mobility in foreign teaching and research centers carried out by the PDI in reference to the year 2016.
- ✓ Exceed the level of mobility carried out by the PAS in foreign Universities.



OBJECTIVE / 4

INCREASE THE LEVEL OF ENGLISH TRAINING IN THE UAL.

English must be a key focus for the international development of the UAL in the future. The academic offer in English as well as the training of this language, will be fundamental in this process.



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Strategies

- Develop alliances with other English-speaking foreign universities for the creation of undergraduate and postgraduate double degrees.
- Support the knowledge of English by improving the training programs and incorporating this ability in the selection and promotion criteria of the PDI and PAS.
- Review and establish improvement actions in the administrative services to support internationalization, in order to increase the management capacity in English of all services in the teaching and research field.

Indicators and Goals

- ✓ To exceed the global figure and by credit centers enrolled and taught in global English and by centers with respect to the 2015-16 academic year.
- ✓ Reach the figure of 10% of students in the last year with accreditation in English level B2 or higher.
- ✓ Reach the figure of 25% of the PDI with accreditation in English of level B2 or higher.
- ✓ Achieve at least 40% of the PAS with accreditation in English level B1 or higher and 20% or higher in B2.

OBJECTIVE / 5

IMPROVE INTERNATIONAL COOPERATION FOR DEVELOPMENT (CUD).

Development cooperation in the international sphere is a goal of internationalization of the UAL that must be present both in the academic and research field and in university life. Strategies in this area include maintaining specific actions that have been carried out, and developing new ones so that cooperation can be incorporated into the academic processes of teaching, research and transfer.

Strategies

- Promote teaching innovation initiatives related to University Development Cooperation (CUD) and the attendance to competitive calls in this area.
- Encourage participation in knowledge transfer networks.
- Promote the mobility of students in the field of international cooperation through the implementation of regulated programs for Internships, Final Degree Projects, Final Master Projects, Final Degree Projects in countries and programs with which the UAL maintains CUD projects.



Indicators and Goals

- ✓ To obtain a higher participation of the university community in international volunteer programs through regulated or non-regulated training in relation to the 2015-16 academic year.
- ✓ Maintain or exceed the number of projects in force in international cooperation in relation to the 2016 reference.



LINE / 04



The UAL wants to collaborate with **society** to improve **employability**, **sustainability** and **entrepreneurship**

/ INTERACTION

WITH SOCIETY

Objectives

- / Intensify collaboration with the business, social and institutional network.
- / Improve employability and promote student entrepreneurship.
- / Adapt the training offer to the specific needs of the key sectors of Almeria.
- / Improve the commitment of the university community to sustainability and social responsibility.
- / Strengthen the approach and interaction of the University with citizens.

OBJECTIVE / 1

INTENSIFY COLLABORATION WITH THE BUSINESS, SOCIAL AND INSTITUTIONAL NETWORK.

The UAL intends to intensify the collaboration both with companies and with the institutions and administrations of its socio economic environment, through new initiatives that favor the linkage and alliances with these organizations, especially with those that strategically improve the teaching, research and transfer knowledge.

Strategies

- Intensify collaboration with companies and institutions in the cultural, social and productive spheres that favor the development of synergies, exchange of experiences and generation of joint activities in an efficient manner.
- Strengthen the relationship with local institutions through the creation of mixed commissions that ensure collaboration and follow-up of joint activities.
- To develop patronage and sponsorship programs for companies, institutions and citizens, with the aim of promoting initiatives of mutual interest.
- Encourage the linking of alumni and friends of the university, to share synergies with their companies, generate joint activities and offer them complementary training throughout their professional and personal careers.
- Design a Comprehensive Communication Plan, internal and external, that spreads the brand image shared by the university community and improves the knowledge of the university by the companies and institutions of our surroundings.
- Collaborate with those university networks in which the university has a strategic interest in the teaching, research and knowledge transfer field.

Indicators and Goals

- ✓ Reach the figure of 4000 collaboration agreements in force with companies and institutions.
- ✓ Increase by 20% the current activities referred to 2016 that are carried out in collaboration with companies and institutions (measures through company practices, DUAL actions, sponsorships, training courses, etc).

OBJECTIVE / 2

IMPROVE EMPLOYABILITY AND PROMOTE STUDENT ENTREPRENEURSHIP.

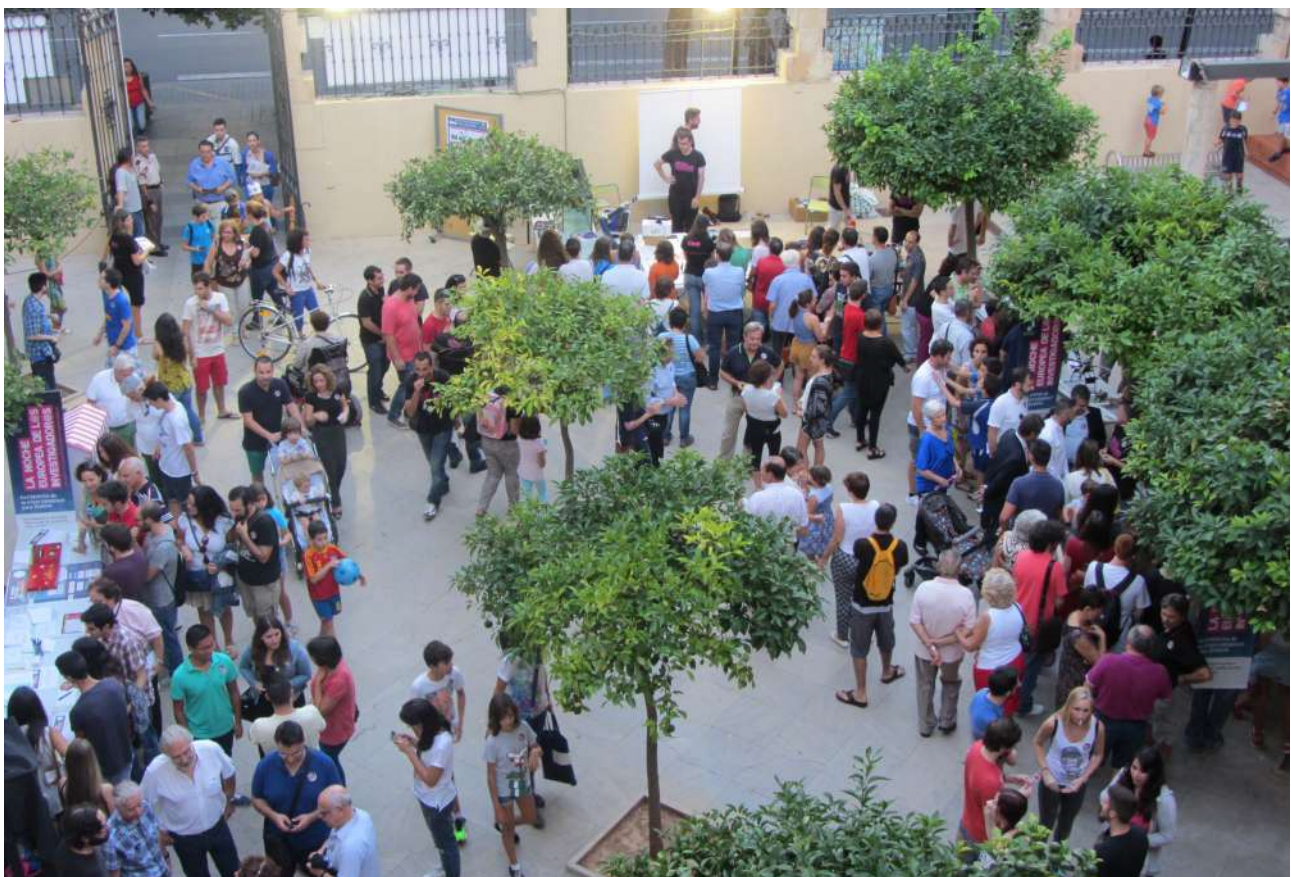
Another characteristic feature of the academic offer of the UAL will be to achieve high rates of employment and promote entrepreneurship for all students, both in terms of increasing the number of business initiatives, as well as increasing the entrepreneurial attitude in the development of their professional activity. For this, strategies must be supported by transversal training instruments that develop entrepreneurial skills, and the development of appropriate practices in companies and institutions.

Strategies

- Develop entrepreneurial skills and capabilities associated with employability in undergraduate and postgraduate teaching, offering university students training in transversal professional skills (communication skills, commercial skills, language skills, etc.), essential for their incorporation into the workforce.
- Promote the practices in companies (curricular and extracurricular) and dual training in order to increase the number of practices to be carried out in the key sectors of the province, improve the development of professional skills and be more effective in terms of the incorporation of the students into the workforce.
- Promote professional guidance at the University to promote the employability of the university community.
- Promote the entrepreneurial culture of university students through initiatives that promote entrepreneurship and facilitate the generation and development of new innovative ideas.
- Support the development of business projects, through the promotion of new training and entrepreneurship programs, with the aim of consolidating them as new innovative companies.
- Create forums and events where university students participate and facilitate the exchange of experience on employment, entrepreneurship and leadership.
- Promote research and development of new methodologies related to employment and entrepreneurship.
- Generate alliances and networks for the promotion of entrepreneurship and employability, seeking the involvement of our university community in them.

Indicators and Goals

- ✓ Increase by 50% the number of companies created by students enrolled in entrepreneurship counseling programs.
- ✓ Increase annually the Entrepreneurial Attitude Rate of the UAL according to the data source Global Entrepreneurship Monitor (GEM) for the years 2017, 2018 and 2019.
- ✓ Achieve a 20% job placement of students in the companies where they perform their extracurricular practices.
- ✓ Get 70% of our graduates to work within one year after graduation.
- ✓ Achieve a level of satisfaction with extra-curricular practices higher than 7.5 out of 10 in employers and students.
- ✓ Increase the level of knowledge of employers of the UAL continuing education offer with respect to 2016.
- ✓ Increase the level of satisfaction of employers of the UAL continuous training offer with respect to 2016.



OBJECTIVE / 3

ADAPT THE TRAINING OFFER TO THE SPECIFIC NEEDS OF THE KEY SECTORS OF ALMERIA (AGRICULTURE, TOURISM, MARBLE AND RENEWABLE ENERGIES).

The training offered by the UAL, regulated and not regulated, must be adapted to the needs of the key productive sectors of our sphere through processes of change that have the collaboration of these sectors.

Strategies

- Promote participation forums of local companies to advise the university on all areas of common interest.
- Review the offer of Master's degrees to improve their adaptation to the needs of companies in the key sectors and social entities of the province.
- Prepare a comprehensive plan for continuing education and university extension, which in coordination with the Faculties and Centers, provide a comprehensive map of training courses geared to the productive sectors and social needs of the province.
- Design a policy so that virtual, blended learning and MOOCs facilitate access to training for professionals, especially in the key sectors of the province.
- Encourage collaboration with the main local companies to promote dual training, characterized by students being trained in the company, supervised by university tutors.
- Start a program for talented pre-university students to enroll in the University of Almeria and have the sponsorship of local entrepreneurs.

Indicators and Goals

- ✓ Increase the number of activities with respect to 2016 where university and business leaders coincide to discuss issues related to training and other needs of interest related to the key sectors of the province (meetings of work committees, think tanks, innovation forums, etc).
- ✓ Increase by 20% the number of students who participate in their own education in courses related to the key sectors of the province.
- ✓ Increase the current participation of students and companies in DUAL training programs (reference 2016).

OBJECTIVE / 4

IMPROVE THE COMMITMENT OF THE UNIVERSITY COMMUNITY TO SUSTAINABILITY AND SOCIAL RESPONSIBILITY.

The commitment of the entire university community to sustainability and social responsibility must be achieved through the development of actions in a planned manner, to contribute in both areas in an active way.

Strategies

- To favor the realization of activities aimed at the integral and humanistic formation of people as a demonstration of our social commitment.
- Develop inclusion policies that are representative of a university concerned about social integration and aimed at eliminating inequalities and discrimination.
- Develop actions aimed at guaranteeing equal opportunities, seeking access to university training for people at risk of social exclusion, especially groups such as refugees and immigrants.
- Prepare and implement a Plan for Social Responsibility and Environmental Sustainability.
- Support social development through social entrepreneurship initiatives in collaboration with entities that favor it.
- Establish actions for the promotion of social responsibility of the university community and its social and sustainable contribution to society.
- Organize initiatives and events of a social and environmental nature and collaborate in those that are organized by other institutions and entities at a local or global level.
- Promote volunteering and partnerships as tools of global social change to promote personal, social and ethical commitment.
- Promote a global environmental culture and design a sustainability policy on campus that includes actions to improve energy consumption and reduce pollution and waste in the university community.
- Establish a plan for accessibility and sustainable mobility on campus. Develop a plan to facilitate access and stay to people with functional diversity, so that we eliminate all type of obstacle and barrier that impede a normal stay at the university.
- Develop an equal opportunity plan through scholarships or other support measures that review and guarantee the access and development of their studies by undergraduate, master and non-official students.
- Develop the first equality plan in the university, so that a series of measures that guarantee real equality between men and women in the university sphere are adopted.

Indicators and Goals

- ✓ To improve the eco-efficiency of the UAL with respect to 2016, reaching lower levels of annual water and electricity consumption in the coming years.
- ✓ Reach the figure of 3000 sports members in the university community.
- ✓ Reach the figure of 5000 participants in cultural activities carried out by the University of Almería.
- ✓ Significantly increase the number of volunteers performing volunteer activities in the next three years compared to the 2016 reference.
- ✓ Increase aid directed to students at risk of social exclusion with respect to the 2015-16 academic year.
- ✓ To comply with the parity criteria referred to gender in the participation of the university community and to reach the figure of 50% of appointments of women in open nomination positions.



OBJECTIVE / 5

STRENGTHEN THE APPROACH AND INTERACTION OF THE UNIVERSITY WITH CITIZENS.

The UAL wants to improve the interaction with the citizens of Almeria by relying on unique characteristics of its location, and will develop actions to get closer to the city and to bring the city closer to the campus, promoting actions that favor and increase these objectives.

Strategies

- To develop activities of rapprochement to the city center so that it becomes a “university city” and the population regards the university as their own, through a greater physical presence and the accomplishment of activities in continuous collaboration with the social agents.
- Implement an open doors policy at the university through the development of cultural and sports initiatives that encourage the joint participation of students and citizens from our sphere.
- Open the campus to the citizens, adapting its urbanization to turn it into a space for the reception of leisure, cultural and sports activities of the population.
- Open the campus to the sea, to take advantage of a unique feature of this Campus in the national and international university context.
- Promote the active participation of the elderly in the university by expanding the offer of courses and cultural activities and seeking their presence in the campus at the same time that their expansion is sought throughout the province.

Indicators and Goals

- ✓ Increase the number of outreach activities (cultural, sports and / or outreach) open to society in general in reference to 2016, both on the university campus and in our immediate surroundings.
- ✓ Increase the current number of former students actively associated with the University regarding the situation of 2016.
- ✓ Increase the number of appearances of the UAL in the press and social networks with respect to 2016.





LINE / 05

Proactive behaviour beyond
compliance with legal
obligations in this area

/ GOOD GOVERNANCE

Objectives

- / Apply the principles of transparency and participation in all government decisions and actions.
- / Use technical criteria as a basis for decision making.
- / Establish efficiency as the guiding principle of economic management.
- / Increase the capture of resources.

OBJECTIVE / 1

APPLY THE PRINCIPLES OF TRANSPARENCY AND PARTICIPATION IN ALL GOVERNMENT DECISIONS AND ACTIONS.

The UAL wants to have a proactive behavior beyond compliance with legal obligations in this area. Thus, changes will be implemented that favor the greater knowledge of the university community on the management of the institution, as well as the participation of the same in the development of initiatives and changes that improve their environment in the future.

Strategies

- Implement the open data as an informative reference and a basic element in decision making.
- Facilitate participation procedures in the transparency portal and provide follow-up information and participation of the university community and government bodies.
- Offer information about the institutional calendar and the agenda of institutional representatives and commissions.
- Review of the process of institutional communication differentiated to the university community (according to scope and form or communication technology).
- Preparation of a participatory budget, with contributions from the university community.
- Reform of statutes, establishing as a fundamental objective of the reform, the increase of the participation of the university community in the management.
- Use of social networks as a basic strategy to promote participation of the university community.
- Improvement of student representation, building and developing plans for the training of representatives, in a participatory and coordinated way with them and making them active participants and agents of their own development.
- Elaboration of an ethical code of values and good practices, of mandatory compliance for the university community.

Indicators and Goals

- ✓ Reach the level of transparency in the Ranking of the Commitment and Transparency Foundation of Spanish Universities.

OBJECTIVE / 2

USE TECHNICAL CRITERIA AS A BASIS FOR DECISION MAKING.

The management of the University must continue to be professionalized to the maximum extent possible, so that management decisions will increasingly be justified and participated by the people who, from a technical point of view, know better the aim of the decision.

Strategies

- Establish as usual practice the request and use of technical reports prior to making decisions in the field of management.
- Universalize planning and organization in administrative services.
- Encourage the participation of technical staff in the operating commissions of the University.



OBJECTIVE / 3

ESTABLISH EFFICIENCY AS THE GUIDING PRINCIPLE OF ECONOMIC MANAGEMENT.

The budgetary, accounting and control management will be developed in the UAL with changes in these processes, so that the efficiency is as high as possible.

Strategies

- Prepare a budget for programs and subprograms.
- Use analytical accounting as a management tool to control and reduce spending, and to render accounts and the social justification of the university function.
- Create an internal control office.
- Develop an integrated purchasing center with synergies in purchasing and control processes in the acquisition of material and the different types of expenses, and greater collaboration in the university environment.



Indicators and Goals

- ✓ Maintain the current running costs per student around 5000 euros.
- ✓ Exceed the investment per student in relation to the 2016 budget.

OBJECTIVE / 4

INCREASE THE CAPTURE OF RESOURCES.

The UAL wants to develop the necessary future actions that improve the financing of our service offer. The collaboration with other institutions through new mechanisms such as patronage and new forms of sponsorship, as well as the commercialization of our services and infrastructures offer, will be the way to increase resources.

Strategies

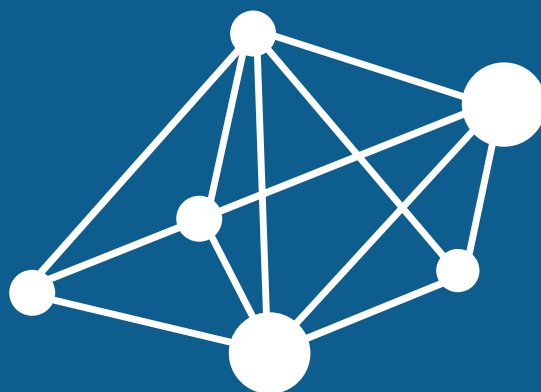
- Obtain financing from other entities to carry out activities of common interest, within the framework of patronage and sponsorship programs that are indicated in the strategies of Objective 4.1.
- Develop and enhance the current offer of continuous training and own lessons.
- Prepare a Marketing Plan for UAL services and infrastructures, including a collection of commercially valuable resources, as well as the necessary actions to materialize successfully its commercialization.

Indicators and Goals

- ✓ Achieve 1% of the budget in the income for tuition in own lessons and continuous training.
- ✓ Increase by 20% with respect to 2016 the income derived from the use of infrastructure and facilities of the UAL.
- ✓ Exceed 15 million annual income from research projects.
- ✓ Increase by 20% with respect to 2016 the annual private financing funds obtained from sponsorships and / or patronage.



STRATEGIC PLAN
UNIVERSITY OF ALMERÍA
2016/2019



STRATEGIC PLAN
UNIVERSITY OF ALMERÍA
2016/2019

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