

STRATEGIC PLAN

2025 • 2027



UNIVERSIDAD
DE ALMERÍA

STRATEGIC PLAN 2025•2027



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The University of Almería is facing a key moment of transformation. In a context of regulatory changes, global challenges, and new opportunities, our commitment as a public institution is clear: to continue advancing towards a more human, innovative, sustainable university that is connected to society. The new 2025–2027 Strategic Plan is the result of a shared and participatory vision that places people at the center of all our actions.

This new Strategic Plan will strengthen our core missions through an efficient, transparent, and collaborative management model. We are committed to teaching that is adapted to the needs of today's society, where the comprehensive education of individuals, employability, digitalization, and internationalization are priority axes. Our students will find not only a space for learning but also an inclusive, healthy, and motivating environment.

We also envision a profound transformation in research activity and in our relationship with the social and productive fabric, fostering innovation, sustainability, and the effective transfer of knowledge, while at the same time guaranteeing dignified, stable, and stimulating conditions for our teaching and research staff, as well as for technical, management, and administrative personnel.

With respect for diversity, equal opportunities, professional development, and the well-being of the entire university community, we will build a more open university, even more connected to its environment and, at the same time, with greater international projection. We will achieve this by promoting environmental sustainability, the intelligent use of technologies, and participatory and ethical governance.

This Strategic Plan is a firm commitment to academic excellence, to the progress of our province, and to a public university at the service of the common good. With rigor and enthusiasm, we invite the entire university community and the people of Almería to play an active role in this new challenge.

José Joaquín Céspedes Lorente
Rector of the University of Almería



MISSION

The University of Almería is a public higher education institution committed to teaching, innovation, and cutting-edge research, aimed at promoting sustainable development in the economic, environmental, and social spheres through the generation, transfer, and active exchange of knowledge.

VISION

The University of Almería fosters knowledge creation and the holistic development of individuals in a space of free, reflective, critical, and innovative thinking, establishing itself as a cultural reference in its environment and gaining national and international recognition.





GOVERNANCE VALUES

RESPECT FOR PEOPLE

Respect for individuals' opinions, skills, and work forms the foundation of academic conduct. Differences of opinion should be respected and seen not as a reason for exclusion but as an opportunity for enrichment. The University must provide a safe environment in which members of the university community can develop personally and professionally.

OPEN GOVERNANCE

Participation must serve as the mechanism for identifying alternatives and making decisions. Relevant decisions should be analyzed with the involvement of all sectors that make up the university community. Transparency and accountability are mandatory at all levels and in all aspects of University governance.

STRATEGIC ORIENTATION

UAL's academic activities must be directed toward achieving its overall objectives through a comprehensive and accessible information system that allows decisions to be made based on objective criteria and facilitates the work of the university community, taking advantage of new technologies.

VALUING MERIT, CAPABILITY AND WORK

Merit, capability, and effort are essential requirements to ensure objectivity and fairness in the allocation of resources and in selection and promotion processes for faculty, technical, administrative, and service staff, as well as for students.

INDEPENDENCE, AUTONOMY AND IMPARTIALITY

These principles must guide the operation of economic oversight bodies and personal rights guarantee bodies. They should also be reflected in student representation bodies so that students can freely express their demands and participate in all decisions affecting their education.

SOCIAL AND ENVIRONMENTAL ENGAGEMENT

The University of Almería must act as a catalyst for meaningful improvement in the social and environmental context in which it operates. This will only be possible through the active involvement of the university community in research, teaching, and knowledge transfer and exchange activities that address the major challenges facing society.

EQUALITY, INCLUSION AND WORK-LIFE BALANCE

As a key social-economic agent, the University of Almería demonstrates its ethical and social commitment to equality, inclusion, and work-life balance, promoting fairness and ensuring that all individuals have equal access to opportunities in teaching, research, culture, sports, scholarships, and national and international mobility.

COMMITMENT TO ALMERÍA

The University of Almería reaffirms its commitment to the province by promoting innovation and development, supporting sustainability and social inclusion, addressing challenges such as climate change and depopulation, and fostering connection with its social and economic environment through scientific outreach, continuing education, and collaboration with businesses and institutions.

METODOLOGY

FASE I

Presentation of the Work Plan to the Governing Team. Proposal and determination of the Mission, Vision, and Governance Values of the 2025–2027 Strategic Plan.

SEPTEMBER – OCTOBER 2024

During the period between September and October 2024, the official presentation of the Work Plan was held before the Governing Team. The main purpose of this stage was to create a space for collective reflection on the proposed objectives, based on the analysis of results from the previous 2021–2024 Strategic Plan, the government program, among other factors, as well as the current and projected economic and financial situation.

As an essential part of this process, the proposal for the Mission, Vision, and Governance Values was developed and subsequently determined, serving as a guiding framework for the implementation of the Strategic Plan. This process also represented a participatory and consensus-driven exercise that strengthened institutional identity and aligned the governing bodies toward a common horizon.

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FASE II

Proposed Structure of the 2025–2027 Strategic Plan. Establishment of the General Objectives, Cross-Cutting Axes, and Approval of the Strategic Map.

OCTOBER – DECEMBER 2024

In this phase, the General Objectives were established, understood as the broadest goals guiding institutional action and intended to provide an initial framework for alignment with the previously determined Mission and Vision. At the same time, the Cross-Cutting Axes were identified, conceived as an essential part of the Strategic Plan and focused on stakeholders, ensuring that the integrity of the Plan and the prioritization of action decisions are integrated into these axes, thereby guaranteeing coherence and relevance in strategic management.

The Strategic Map was approved, consolidating it as a visualization and management tool that succinctly represents the relationships between General Objectives, Specific Objectives, Cross-Cutting Axes, and Strategies. It serves as both an operational and communication guide, enabling a clear and shared understanding of the institution's strategic priorities.

FASE III

Development of the Proposal for Specific Objectives Corresponding to Each of the General Objectives of the Strategic Plan.

DECEMBER 2024 - JANUARY 2025

The Specific Objectives were formulated in a harmonized manner by breaking down the General Objectives and aligning them with the Cross-Cutting Axes, ensuring internal coherence in the plan's design through criteria of relevance, impact, and feasibility. This approach guaranteed that each Specific Objective would effectively contribute to fulfilling the institutional Mission and achieving the established Vision.



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FASE IV

Proposed Action Strategies and Monitoring Indicators to be undertaken by the working groups assigned to each of the Specific Objectives.

JANUARY - MARCH 2025

Through a technical and participatory approach, in which each working group contributed specific proposals tailored to its area of action, the proposed Action Strategies were developed as a set of operational proposals aimed at driving the implementation of institutional governance actions to achieve the Specific Objectives and, consequently, the General Objectives of the Strategic Plan.

The Monitoring Indicators were designed to allow the measurement of progress and the level of achievement of the various Specific and General Objectives through the attainment of the targets set for each of them.

FASE V

Opening of the Participation Period for the University Community and Society to Contribute Action Strategies, Ideas, Proposals, and Suggestions to the Proposed General and Specific Objectives. Conducting Workshops and Participatory Meetings with the Business, Social, and Institutional Sectors of the Province.

MARCH – JULY 2025

Between March and July 2025, the participation period was opened for the University Community and Society to gather contributions regarding action strategies, ideas, proposals, and suggestions linked to the General and Specific Objectives of the 2025–2027 Strategic Plan. This stage aimed to ensure inclusion and legitimacy in the process by integrating diverse perspectives and experiences into the design of the institutional strategy.

As part of this process, various workshops and participatory meetings were held with the business, social, and institutional sectors of the province, generating an open and constructive dialogue through 1,036 direct contributions. These spaces facilitated the identification of needs and opportunities, as well as the collective validation of the proposed General and Specific Objectives, strengthening the relevance of the plan in relation to its immediate territorial context.

The active participation of different stakeholders not only enriched the content of the Strategic Plan but also reinforced trust between the institution and society, consolidating a collaborative planning model oriented toward the common good.



FASE VI

Approval of the University of Almería 2025–2027 Strategic Plan at the Governing Council meeting on September 29, 2025.

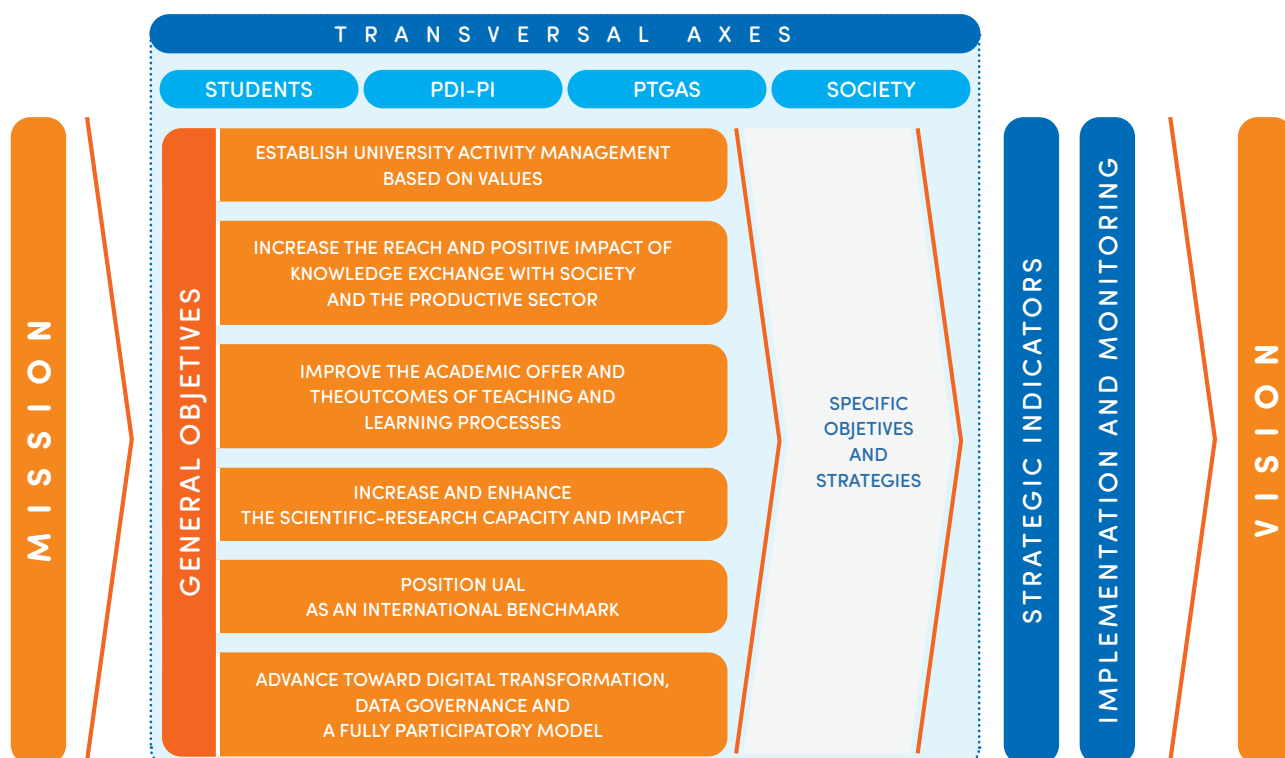
Preparation of Interim Reports for 2025 and 2026, and the Final Report in 2027.

On September 29, 2025, at a session of the Governing Council of the University of Almería, the 2025–2027 Strategic Plan was approved. This event marked the culmination of the participatory design and development process carried out over the preceding months, providing the institution with a clear and consensual roadmap.

In accordance with the established evaluation mechanisms, Interim Reports will be prepared in 2025 and 2026 to measure the progress made toward the objectives defined in the plan. These reports will provide an objective view of the achievements reached, enabling the governing bodies to identify areas for improvement and facilitate the timely adoption of corrective measures.

Finally, in 2027, a Final Report will be produced, systematically documenting the final results, the actions undertaken, and the level of fulfillment of the commitments made. This report will serve as a tool to extract lessons learned and to guide the development of new lines of work for subsequent strategic cycles.

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GENERAL
OBJECTIVE • 1

Establish university activity management based on values.

This General Objective stems from a strong commitment to building an institution that is not only excellent in teaching, research, and active knowledge transfer but also guided by value-based management. It envisions a participatory, inclusive, transparent university that is engaged with its environment, where ethics, respect, humanism, and critical thinking guide every decision. All of this translates into governance that serves people, providing students, faculty and researchers, and technical, administrative, and service staff with a space for development, dialogue, and collaboration.

SPECIFIC OBJECTIVES

1.1

Advance toward the full implementation of policies related to the Sustainable Development Goals (SDGs) in university activities and assume leadership in the surrounding environment.

Advancing toward the full integration of the Sustainable Development Goals (SDGs) within the university will allow us to further embed values such as equity, sustainability, and social responsibility across all activities. This not only enhances educational quality but also promotes research in these areas, produces graduates more committed to their community, and positions the University of Almería as an ethical and social reference by leading and influencing public policies and strategic partnerships.

STRATEGIES

- A:** Advance the integration of the SDGs into university education through the review of degree programs, the incorporation of sustainable competencies, and awareness-raising actions aimed at the entire university community. Additionally, include sustainability criteria in teaching evaluations and establish monitoring systems to identify best practices.
- B:** Reconfigure university spaces to reduce environmental impact through renewable energy, recycled materials, water treatment, promotion of sustainable mobility, and improvement of recycling systems, supported by periodic campus life-cycle studies.
- C:** Promote sustainable mobility through public transport subsidies, improved urban connections, encouragement of cycling and walking, and the installation of electric vehicle charging points and appropriate signage on campus.



- D:** Strengthen specific organizational structures that lead the university's sustainability strategy, with dedicated resources and cross-functional coordination capacity, enhancing collaboration agreements with external entities and integrating sustainability criteria into internal funding calls, research projects, and teaching activities.
- E:** Promote equal opportunities, inclusion, and the active participation of the entire university community in socially impactful projects, including measures such as reinforcing work-life balance policies, increasing the visibility of gender equality in institutional events, subsidizing essential services, and promoting curricular practices in third-sector organizations.

MONITORING INDICATORS

First-Generation Students	Proportion of newly enrolled undergraduate students who report being first-generation. A first-generation student is defined as someone who is the first in their immediate family (up to the second degree of consanguinity) to attend university. Linked to SDGs 4: Quality Education, and 10: Reduced Inequalities.
Refugee Students	Proportion of scholarships offered versus scholarships granted in an academic year. Linked to SDGs 16: Peace, Justice, and Strong Institutions, and 10: Reduced Inequalities.
Women in Non-Elected Academic Positions	Percentage of women in freely appointed (non-elected) academic positions within the University of Almería's extended governing team relative to the total number of freely appointed (non-elected) academic positions in the same team. Linked to SDGs 5: Gender Equality, and 8: Decent Work and Economic Growth.
Self-Consumption Energy from Renewable Sources	Annual measurement in kWh of energy generated for self-consumption from renewable sources installed on campus. Linked to SDGs 7: Affordable and Clean Energy, 9: Industry, Innovation, and Infrastructure, 11: Sustainable Cities and Communities, and 13: Climate Action.
Adjusted Employment Rate	Overall percentage of graduates per academic year who, one year after graduation, are employed either as employees or self-employed. The adjusted employment rate excludes graduates whose status is unknown, such as those working abroad. Linked to SDG 8: Decent Work and Economic Growth.
Companies Created	Total number of companies established after receiving advice from the UAL Entrepreneurship Service (Emprende UAL) in an academic year. Linked to SDGs 8: Decent Work and Economic Growth, 1: No Poverty, 10: Reduced Inequalities, and 11: Sustainable Cities and Communities.
Performance Rate <30%	Total number of undergraduate courses in the current curricula with a performance rate (enrolled credits/passed credits) below 30% in an academic year, excluding courses with fewer than 10 students. Linked to SDG 4: Quality Education.

Views and
Downloads
of Electronic
Resources

Total number of views and downloads of electronic resources. Linked to SDGs 4: Quality Education, and 11: Sustainable Cities and Communities.

Funding from the
University's Own
Cooperation
Plan

Total sum of funds allocated in each academic year to the modalities of the University of Almería's Own Cooperation Plan. Linked to SDGs 17: Partnerships for the Goals, 16: Peace, Justice, and Strong Institutions, 10: Reduced Inequalities, and 8: Decent Work and Economic Growth.

Actions in
Sustainable
Mobility

Total number of actions (activities, workshops, seminars, etc.) conducted in a year that promote sustainable mobility. Linked to SDGs 3: Good Health and Well-Being, 7: Affordable and Clean Energy, 11: Sustainable Cities and Communities, and 15: Life on Land.



1.2 Improve and increase opportunities and measures in equality, inclusion, diversity, work-life balance, and coexistence.

This Specific Objective is essential for building a fairer, more open university that reflects contemporary society. By fostering an environment in which all individuals feel valued and respected, greater participation and commitment from the university community are promoted, enriching both academic and personal experiences and enabling the exchange of ideas from multiple perspectives.



STRATEGIES

- A:** Facilitate the reconciliation of personal, professional, and academic life through the implementation of flexible regulations, the development of organizational climate diagnostic tools, and the creation of mechanisms that ensure healthy and sustainable work environments.
- B:** Strengthen structures for equality, inclusion, and functional diversity by adapting and innovating internal regulations, creating mechanisms to ensure compliance with current legislation, and developing specific equality, inclusion, and functional diversity plans.
- C:** Promote effective student inclusion by improving accessibility in UAL's administrative and academic services and providing information and support to faculty regarding specific educational support needs (SEN).
- D:** Design and implement programs aimed at increasing the participation of women in STEM programs, providing technology training adapted for people with functional diversity, and promoting inclusion and equality in university outreach activities.
- E:** Establish an inclusive and respectful institutional culture at UAL, strengthening coexistence through the promotion of meeting, training, and dialogue spaces, implementing conflict detection, mediation, and prevention mechanisms through participatory structures, effective protocols, and continuous evaluation of the university climate.

MONITORING INDICATORS

Diversity Awareness Activities Organized by UAL	Number of activities and/or actions carried out by the Functional Diversity Support Unit.
Degree of Acceptance of the PTGAS Telework Program	Measurement of the results from PTGAS telework evaluation surveys and satisfaction surveys of the administrative staff.
Degree of Compliance with the Equality Plan	Overall percentage of actions carried out compared to those planned in the University of Almería's Equality Plan, according to Monitoring Reports.
Women with Publications in High-Impact Journals	Percentage of female researchers at the University of Almería who are authors or co-authors of publications in high-impact journals (Q1 SJR) relative to the total number of researchers at the University of Almería who are authors or co-authors of publications in high-impact journals (Q1 SJR).
Principal Female Researchers	Percentage of principal female researchers in the University of Almería's research groups relative to the total number of principal researchers in those groups.
Female Students in STEM Programs	Percentage of female students in undergraduate STEM programs (Science, Technology, Engineering, and Mathematics) in the fields of Science, Engineering, and Architecture relative to the total number of students in undergraduate STEM programs in these fields.
Graduation Rate of Students with Functional Diversity	Percentage of undergraduate students with functional diversity who graduate within the expected duration of their program relative to the total number of undergraduate students with functional diversity who graduate in an academic year.
Users of the Equality, Inclusion, Diversity, and Psychological Support Units	Total number of people assisted by the Equality Unit, Inclusion and Diversity Support Unit, and Psychological Support Unit in an academic year.
Coexistence and Mediation	Number of annual awareness and training actions and campaigns on coexistence and mediation aimed at the university community.

1.3 Foster a sense of belonging and closeness to UAL among its stakeholders through open and accessible communication.

Fostering closeness with the different stakeholder groups is key to building a strong and engaged university community. Open communication allows for actively listening to the needs of students, faculty, staff, and society in general, promoting mutual trust, encouraging active participation in university life, and enhancing the institutional image by projecting transparency and accessibility.

STRATEGIES

- A:** Implement measures that encourage the university community's participation in institutional life through direct involvement in the planning of cultural and educational activities, while also strengthening communication with student representatives.
- B:** Design activities that strengthen ties with families and educational institutions, such as visits, orientation activities, and outreach programs to bring UAL closer to prospective students and enhance their understanding of the university.
- C:** Consolidate a close, recognizable, and valued institutional identity for the UAL brand by designing cultural activities that highlight the university's academic and human heritage, promoting programs that facilitate the exchange of professional experiences, diversifying communication channels with different stakeholder groups, and creating collaboration networks with external agents.

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MONITORING INDICATORS

Communication Actions That Promote a Sense of Community	Number of institutional communication actions (press releases, social media posts, campaigns, etc.) that promote or provide information about actions or activities that enhance the sense of belonging to the university community.
Activities Conducted with Alumni	Number of activities effectively carried out by the University of Almería over the course of a year aimed at the alumni community.
Active Listening Spaces/ Forums or Activities Created	Number of actions, activities, and/or creation of events, forums, spaces, etc., that foster participation and active listening among members of the university community and society.
Actions on the University's Official Social Media Channels	Measurement of the impact of communication actions on the university's official social media channels.
Items Sold in the UAL Store	Total number of items sold from the University of Almería Official Store through the different sales channels in a year.
UAL Store Catalog	Total number of references available in the UAL Store catalog at the end of a calendar year.

1.4 Create a model campus for comprehensive, sustainable, and efficient development in infrastructure, mobility, and living quality.

This Specific Objective directly impacts the quality of life for the entire university community. Well-planned and functional spaces that promote learning, research, and well-being, accessible and orderly mobility that improves daily experiences, and responsible resource management that strengthens institutional environmental commitment ultimately generate good living quality, reinforcing the sense of belonging and personal development of the entire university community.

STRATEGIES

- A:** A plan of actions will be designed to guide UAL towards a sustainable, efficient, and inclusive environment through renovations, adaptations, and rehabilitations based on these criteria, prioritizing the use of sustainable materials and clean technologies, developing renewable energy, smart water management, and the expansion and preservation of green spaces, while promoting university life and well-being.
- B:** Develop external and internal mobility plans, prioritizing the use of electric transportation and integration with public transport, incorporating IoT elements for the different UAL stakeholder groups to facilitate and support a green transition in mobility.

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MONITORING INDICATORS

Water Consumption per Person	Measurement of water consumption per person of the University Community and outsourced services in cubic meters per person per year.
Annual Energy Consumption per m ² of Built Area	Measurement of the University of Almería's energy consumption in kWh per square meter of built area per year.
Rest, Coworking, Recreation, and Healthy Living Spaces	Square meters of the campus, both indoor and outdoor, allocated to rest, coworking, recreation, and healthy living spaces.
Carbon Footprint	Annual measurement of the Carbon Footprint generated by UAL's activities.
Self-Consumption Energy from Renewable Sources	Annual measurement in kWh of energy generated for self-consumption from renewable sources installed on campus.
Installed Charging Points for Electric Vehicles	Number of charging points enabled for electric vehicles on campus.

1.5 Promote healthy habits, prevention, physical and emotional well-being, and encourage and facilitate sports practice for the entire university community.

By creating healthier environments, facilitating access to sports activities that generate spaces for social interaction and strengthen the sense of community, together with prevention, we will contribute to reducing stress, preventing illnesses, and increasing the well-being of the entire university community.

STRATEGIES

- A:** Develop a comprehensive Health Plan that includes educational campaigns and actions promoting the adoption of healthy lifestyle habits, as well as awareness programs and activities focused on self-care, responsible consumption, risk prevention, and psychological support for emotional, physical, and mental health.
- B:** Design activities that enhance students' skills so that they can actively participate and improve their abilities as engaged members of the university community.
- C:** Develop an accessible sports program that encourages participation from the entire university community, with special emphasis on improving quality of life, preventing sedentary behavior, and fostering interaction among different groups, supported by scientific dissemination actions on health, sports, and well-being.



MONITORING INDICATORS

Occupational Accident Rate	Measurement of occupational accident rate through the number of work-related accidents occurring among human resources at UAL, including staff belonging to outsourced services.
Activities Promoting Healthy Eating and/or Lifestyles	Number of activities promoting healthy eating and/or lifestyles aimed at the University Community carried out in one year.
Sports Activities Offered	Total number of sports activities offered in an academic year by the UAL Sports Service.
Sports Programs Adapted/Designed for People with Functional Diversity	Number of sports programs offered that are adapted/designed for people with functional diversity in an academic year by the UAL Sports Service.
Issued Sports Cards	Percentage of university community members (Students, PDI, PTGAS) who acquire basic and plus sports cards in an academic year.
Users of the Psychological Support Unit	Percentage of users effectively assisted by the UAL Psychological Support Unit relative to the total number of requests received in an academic year.
Health Monitoring	Percentage of staff (PDI – PI – PTGAS) who undergo the University’s annual medical check-ups relative to the total staff (PDI – PI – PTGAS).
Student Orientation and Participation Activities	Number of student orientation and participation activities/actions carried out in an academic year.



GENERAL OBJECTIVE • 2

Increase the reach and positive impact of knowledge exchange with society and the productive sector.

One of the main goals of our University is to strengthen its connection with the surrounding environment, moving towards a University that is more present, more engaged, and has a greater transformative impact, contributing concretely to the economic, social, and cultural development of our province while, at the same time, allowing the demands and needs of society to enrich our lines of work.

SPECIFIC OBJECTIVES

2.1 Promote UAL's social and cultural leadership throughout the province and reinforce the active role of students.

The University of Almería is committed to positioning itself as a reference for social and cultural dynamism throughout the province, consolidating its presence beyond the academic sphere. This objective responds to the need to strengthen the university-society link, promoting initiatives that highlight the talent, creativity, and commitment of students.

STRATEGIES

- A:** Design and offer cultural and educational activities for the city and other municipalities in the province, involving students in their design, as well as in Summer Courses and the University for Seniors programs.
- B:** Establish communication actions that promote, reinforce, and highlight the university's activities in social and cultural leadership within our province.

MONITORING INDICATORS

Compliance with Cultural Programming

Percentage of cultural programming executed compared to the total planned cultural programming in an academic year.

Cultural Activities Organized or Co-Organized by UAL in the Province

Total number of cultural activities organized or co-organized by the University of Almería, including Summer Courses, carried out in any municipality of the province other than Almería during an academic year.

Agreements Signed with Public Institutions in the Province	Annual count of agreements signed between the University of Almería and public entities based in the province.
National and International Volunteer Activities	Total number of students who have participated in officially recognized volunteer activities, carried out at the national or international level, during an academic year.
Students Participating in Cultural Activities	Total number of students who have participated in cultural activities organized or co-organized by the University of Almería, including Summer Courses, during an academic year.
Cultural Projects	Number of Cultural Projects designed by the University of Almería with social impact in an academic year.
Satisfaction of Students in the University for Seniors Program	Degree of satisfaction of students enrolled in the University for Seniors program in an academic year.



2.2 Increase and improve knowledge transfer, exchange, and scientific outreach.

This Specific Objective addresses the need to strengthen the social and academic impact of the university. Scientific and technological advances generated within the institution must reach society, driving innovation, sustainable development, and the education of an informed citizenry, while positioning the university as a benchmark of excellence and commitment to its environment.

STRATEGIES

- A:** Consolidate the Knowledge Transfer Office as a strategic axis to coordinate and energize the relationship between the academic sphere, the productive sector, and civil society, considering the internal organization of research centers and the improvement of intellectual property management, with the aim of facilitating effective and sustainable transfer of research results.
- B:** Make the UAL Research and Transfer Plan the main instrument for scientific development at UAL, increasing the impact of science produced at UAL on current social and productive challenges, particularly within its local environment.
- C:** Develop initiatives that improve science communication, using digital media, accessible formats, and thematic campaigns to highlight the work of the research community, including continuous training of research staff in outreach and transfer, as well as active participation in national collaboration networks for knowledge exchange and best practices.

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MONITORING INDICATORS

Actions to Disseminate Scientific Outreach Activities	Total annual number of press releases for scientific outreach related to research articles.
Income from Research Contracts	Three-year moving average of the total amount received by UAL from Research Contracts.
Scientific Outreach Activities Organized	Total number of scientific outreach activities organized by the University of Almería during an academic year.
Research and Outreach Awards	Total number of Research and Outreach Awards received by UAL faculty (PDI and PI) in an academic year. Research awards include conference/paper awards at congresses, project awards, and awards or recognitions for scientific outreach activities. Awards granted by the University itself or affiliated entities are not included.

2.3 Improve the employability of students and graduates by increasing resources for internships and strengthening UAL's relationship with the business sector.

Improving the employability of students and graduates is a commitment to the comprehensive education and professional projection of the entire university community. UAL faces the challenge of optimizing resources allocated to internships and strengthening ties with the business sector, facilitating the transition to the labor market, adapting the educational offer to the real demands of the productive environment, and reinforcing the institution's prestige and competitiveness in both academic and social spheres.

STRATEGIES

- A:** Design actions to increase the number of practical credits and dual activities in degree programs, promoting stable agreements with companies and institutions, including longer and more diversified internships from early stages of the degree, centrally coordinated, and offering remote or summer options.
- B:** Contribute to labor-focused education by integrating practical subjects, transversal skills (communication, leadership, digitalization), professional guidance from the first years, and mentorship with alumni. Design curricula that foster business sector participation and create scholarships linked to employment opportunities.
- C:** Strengthen university chairs, permanent seminars, sectoral meetings, and job fairs as real connection spaces between the university and companies, through actions that improve and facilitate institutional contact, provide specific support for graduates and entrepreneurship, and reinforce continuity between education and professional development.
- D:** Promote dual university education initiatives through the implementation of dual mentions in official degrees, as well as the development of the Talento D-UAL program, which guides curricular and extracurricular internships toward achieving learning outcomes within the students' target labor ecosystem, improving employability and ensuring quality labor market integration.



MONITORING INDICATORS

University-Business-Student Meetings	Total annual number of meetings, conferences, fairs, gatherings, talks, colloquia, or formal events organized by the University of Almería and/or companies that promote interaction between students and the productive sector and economic agents in our environment.
Dual Education/Training	Number of Dual Education scholarships offered and awarded, respectively, in an academic year.
Companies Participating in the UAL Job Fair	Total number of companies officially registered to participate in the University of Almería Job Fair for each edition.
Students Undertaking Extracurricular Internships	Total number of students undertaking extracurricular internships in an academic year.
Student Satisfaction with Curricular Internships	Overall average result per academic year from satisfaction surveys completed by students who have finished curricular internships.
Adjusted Employment Rate	Global percentage of graduates per academic year who, one year after graduation, are employed either independently or by others. The adjusted employment rate excludes graduates whose status is unknown, such as those working abroad.
Degrees with Dual Mention	Number of official Bachelor's degrees incorporating Dual Mention in knowledge areas that allow the design of dual training paths, combined with Master's programs with Dual Mention in an academic year, and the number of Master's programs with Dual Mention.



2.4 Promote an entrepreneurial culture within the university community.

UAL will further foster an entrepreneurial culture within the university community to address the need to train innovative, proactive professionals capable of generating sustainable solutions to environmental and societal challenges, thereby strengthening the link between academic knowledge and socioeconomic development and promoting the creation of projects with real impact.

STRATEGIES

- A:** Promote an entrepreneurial culture through specific subjects, university micro-credentials, workshops, and meetings with entrepreneurs from the early years, including training in taxation, financing, marketing, and intellectual property, as well as linking teaching, research, and entrepreneurial skills to encourage self-employment, the creation of Knowledge-Based Companies (KBCs), intrapreneurship, and social innovation.
- B:** Design actions to increase the impact capacity of entrepreneurship through the improvement of physical spaces for idea incubation, coworking, technical advice, and access to funding, promoting hackathons, competitions, fairs, and company placements, along with strengthening links with the business environment to foster joint projects with economic and social impact.

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MONITORING INDICATORS

Communication Actions for Entrepreneurship-Related Activities	Total annual number of actions carried out to promote entrepreneurship-related activities.
UAL Emprende Scholarships and Awards	Total annual number of scholarships and awards granted by the University of Almería under the EmprendeUAL program according to the published call and resolution.
Projects Supported by the EmprendeUAL Service	Total number of entrepreneurship projects advised in an academic year.
Number of Active Spin-offs	Total annual number of spin-offs created that remain active.
Cultural Projects	Number of Cultural Projects designed by the University of Almería with social impact in an academic year.
Companies Created	Total number of companies created after receiving support from the EmprendeUAL service in an academic year.
Students Participating in Entrepreneurship Activities	Total number of students who have participated in entrepreneurship activities in an academic year.



GENERAL
OBJECTIVE • 3

Improve the academic offer and the outcomes of teaching and learning processes.

Our commitment to educational quality involves strengthening and adapting the academic offer of the University of Almería to the real needs of society and students, combining academic rigor with pedagogical innovation and intelligent use of technology, aiming not only to train highly skilled professionals but also critical, engaged individuals prepared to face future challenges successfully.

SPECIFIC OBJECTIVES

3.1 Increase and modernize the portfolio of official and own degrees according to the needs and demands of our environment and enhance their international recognition.

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Adapting the academic offer to the social, economic, and technological changes in our environment will allow the university to stay at the forefront of knowledge, improve the employability of its graduates, and strengthen its projection and recognition at the international level.

STRATEGIES

- A:** Review the portfolio of official degrees through labor market foresight studies and consultations with key stakeholders in the productive sector, promoting the creation of innovative bachelor's and master's programs in strategic sectors such as energy, agri-food, health, artificial intelligence, or cybersecurity, and adapting existing programs to new professional demands.
- B:** Design innovative teaching programs that incorporate distributed curricular internships, personalized pathways, and greater professional orientation in the final year, advancing the development of the Plurilingualism Plan as a facilitating element for the implementation of bilingual bachelor's and master's programs, the academic offer in English, and international agreements for double degrees.
- C:** Generate actions that simplify the creation and revision of own degrees to adapt them swiftly to social and market needs, including continuing education programs, specialized courses, and new educational modalities such as university micro-credentials in collaboration with companies and local institutions.

MONITORING INDICATORS

UAL Students in International Mobility Programs	Total annual number of University of Almería students participating in international mobility programs in an academic year.
International Students Enrolled in Official Programs	Total number of students whose nationality is different from Spanish enrolled in official programs (excluding international mobility programs).
University Micro-credentials Offered	Total number of accredited training actions offered through university micro-credentials in each academic year, as part of the academic or training offer of the University of Almería.
Enrolled Students in University Micro-credentials	Total number of enrollments in University Micro-credentials in each academic year.
Programs Offered in Another Language or in Bilingual Mode	Total number of active bachelor's and master's programs at the University of Almería considered to be offered in another language according to SIU or with a recognized bilingual structure.
Dropout Rate	Sum of the partial dropout rates of a cohort of new students, calculated as the percentage of students who neither graduate nor enroll in any bachelor's program at the University of Almería in the two academic years following each evaluated year.
Official Degrees Implemented and/or Reviewed	Total number of official degrees implemented or that have been reviewed/updated in an academic year.



3.2 Increase Commitment to Teaching Innovation and Improve Assessment Methods.

This Specific Objective arises from the importance of continuously transforming teaching to respond to changes in the educational environment and students' expectations. The University of Almería aims to promote teaching innovation and optimize assessment methods to enrich the learning experience, ensure more equitable and effective processes, reinforce our commitment to academic quality, and consolidate our position as a cutting-edge educational institution.

STRATEGIES

- A:** Consolidate CIFAD as a tool to promote continuous training for teaching staff, incorporating active methodologies, educational technologies, and spaces dedicated to pedagogical innovation to enhance teaching quality and improve students' learning experience.
- B:** Redefine assessment processes to reflect students' real progress, ensuring transparency, fairness, and active participation in the evaluation of teaching, thereby protecting students' rights and promoting a culture of shared responsibility.
- C:** Establish mechanisms for periodic monitoring and review of teaching and assessment plans and methods to ensure that the training provided meets social and labor market demands, fostering educational excellence and curricular relevance.



MONITORING INDICATORS

Student satisfaction rate based on faculty evaluation surveys

Average overall ratings received by teaching staff in course evaluation surveys.

Teaching staff participating in Teaching Innovation Training

Percentage of full-time teaching staff participating in the Teaching Innovation Training Plan (CIFAD) relative to the total number of full-time teaching staff as of December 31 of the evaluated academic year.

Evaluation rate

Overall percentage of total credits of current degree courses presented for examination relative to the total enrolled credits in an academic year.

Success rate

Overall percentage of total credits passed from current degree courses relative to the total credits presented for examination in each academic year.

Achievement rate <30%

Total number of courses in current degree programs with a performance rate (enrolled credits/passed credits) below 30% in an academic year, excluding courses with fewer than 8 enrolled students.



3.3 Position UAL as a reference in its environment for lifelong learning.

This Specific Objective of positioning UAL as a reference in lifelong learning responds to the need to adapt to a constantly changing world, where continuous learning is key for personal and professional development.

STRATEGIES

- A:** Expand and adapt the educational offering through short courses, specialized master's programs, university microcredentials, and inclusive programs, combining in-person, online, and hybrid modalities, responding agilely to the changing needs of professionals, alumni, and diverse lifelong learning groups.
- B:** Promote strategic collaborations with professional associations, companies, public administrations, and the educational community to ensure the relevance of training, facilitate access to the university, and increase the visibility and social impact of the institution in its local and regional environment.
- C:** Foster active engagement with alumni (ALUMNI) and students through networks, meeting spaces, and transversal skills programs, as well as promoting youth leadership and recognizing talent, thereby contributing to lifelong learning and the university's openness to society.





MONITORING INDICATORS

External income from enrollment in non-official (own) degrees

Annual total of external income obtained from enrollment in non-official (own) degrees.

Satisfaction of students in the University of Seniors

Satisfaction level of students enrolled in the University of Seniors in an academic year.

Students over 25 years old enrolled in official and own programs

Total number of students over 25 years old enrolled in all official and own programs, broken down by age group: 26–35 years, 36–45 years, 46–55 years, and 55+ years.

University Microcredentials Offered

Total number of accredited training actions through microcredentials offered each academic year as part of the academic or training offer of the University of Almería.

Enrollments in University Microcredentials

Total number of enrollments formalized in University Microcredentials in each academic year.

Own degrees offered

Total number of own degrees offered by the University of Almería during an academic year.

Transition Rate

Overall percentage of undergraduate graduates in an academic year who enroll in an official UAL Master's program in the immediately following academic year, relative to the total number of undergraduate graduates.

3.4 Promote the training of teaching and research staff (PDI) to ensure teaching and scientific excellence.

UAL aims to raise academic and scientific quality standards in order to foster professional development, strengthen innovation, improve teaching, and enhance knowledge generation, thus contributing to institutional prestige and a positive impact on the academic community and the productive fabric of the province.

STRATEGIES

- A:** Design continuous training programs that integrate innovative methodologies, educational technologies, and digital tools, including the use of artificial intelligence, to strengthen teaching and research competencies, ensuring up-to-date and high-quality instruction.
- B:** Establish mechanisms that recognize and incentivize teaching excellence, linking faculty evaluation to concrete results and academic and social impact, as well as facilitating mobility and external training to enrich professional experience.
- C:** Review policies regarding hiring, planning, and supervision of teaching activities, ensuring punctuality, effective dedication, and continuous content updates, with rigorous controls to guarantee the relevance and quality of teaching.
- D:** Plan and implement actions that promote training in scientific dissemination and communication for researchers, strengthening collaboration with external professionals who provide practical experiences and thereby enriching teaching and its connection with the professional environment.



MONITORING INDICATORS

Teaching and research staff participating in training activities on research project management and knowledge transfer

Total number of teaching and research staff participating in training activities on research project management and knowledge transfer in an academic year.

Faculty participating in Training in Teaching Innovation

Percentage of full-time teaching and research staff participating in the Faculty Training Plan on Teaching Innovation relative to the total number of full-time teaching and research staff as of December 31 of the evaluated academic year.

Docentia-Almería Program

Overall percentage of faculty meeting the requirements and participating in any of the annual calls of the Docentia-Almería Program relative to the total eligible teaching and research staff.

Active six-year research periods

Overall percentage of teaching and research staff with active six-year research periods relative to the total number of doctoral teaching and research staff at the start of the academic year.



3.5 Adapt and improve resources for faculty and students according to present and future needs.

Ensuring that the resources available to faculty and students are always aligned with the current and future demands of the academic and professional environment. Adapting and improving these resources strengthens educational quality, promotes innovation, and facilitates effective learning, positioning the university as a dynamic institution committed to the holistic development of its community.

STRATEGIES

- A:** Update and adapt teaching spaces, laboratories, and classrooms based on functionality, ergonomics, and sustainability criteria, ensuring that physical and virtual infrastructures meet the academic, scientific, and operational needs of the university.
- B:** Develop platforms, information systems, and digital resources that enhance academic management, access to knowledge, and the creation of teaching content, ensuring a modern, efficient, and accessible educational experience for the entire university community.
- C:** Integrate technologies such as artificial intelligence, data analytics, and augmented reality into the learning processes, promoting events, training, and tools that facilitate practical adoption and enhance academic and scientific innovation.
- D:** Consolidate structures such as CIFAD and foster synergies with the business environment to support faculty in incorporating innovations, facilitating internships, mentoring, and practical experiences that connect learning with social and productive realities.



MONITORING INDICATORS

Actions carried out at the Center for Innovation, Training, and Teaching Support

Total number of actions carried out by the Center for Innovation, Training, and Teaching Support (CIFAD) in an academic year.

Square meters in teaching and study spaces

Usable area in square meters of spaces designated for teaching and study.

Freely accessible computer equipment

Total number of operational computer units available for free use by students and the university community.

Study spaces available per student

Percentage of study spaces available relative to the total number of students enrolled in undergraduate programs in each academic year.



GENERAL
OBJECTIVE ● 4

Increase and enhance the scientific-research capacity and impact.

For the University of Almería, it is essential to consolidate its role as a driver of knowledge and transformation through research with real impact, oriented and connected to its environment, and aligned with major social, economic, and environmental challenges.

SPECIFIC OBJECTIVES

4.1 Increase the acquisition of resources through competitive national and international projects as well as knowledge transfer.

Increasing the acquisition and financial sustainability at both national and international levels will allow us to promote high-impact research, strengthen ties with the socio-economic environment, and foster a more innovative, autonomous, and committed university.

STRATEGIES

- A:** Consolidate and enhance specialized structures that support researchers throughout the entire project lifecycle—from identifying opportunities to justification and dissemination—reducing bureaucratic burden and improving resource management efficiency.
- B:** Study and implement actions that promote and activate the submission of regional, national, and international projects, including Erasmus+ and European programs, through continuous technical advice, specific incentives, and the consolidation of offices such as the OPEI, ensuring professionalized and stable management.
- C:** Strengthen links with the productive sector through contracts, joint projects, and university-business cooperation platforms that facilitate knowledge transfer, development of innovative solutions, and direct connection with the needs of the environment.
- D:** Develop actions that increase institutional presence in international forums, especially in the EU, positioning the university's scientific capabilities as a reference in innovation and collaboration, both locally and globally.

MONITORING INDICATORS

Income from competitive public calls

Three-year moving average of the total amount obtained by UAL from competitive public research calls (regional, national, and international).

Income from Research Contracts

Three-year moving average of the total amount obtained by UAL from Research Contracts.

4.2 Make the Library a dynamic and innovative organization as a key element in teaching, research, and knowledge transfer at UAL.

Transforming the Library into a dynamic and innovative organization is essential to meet the current demands of the university community. This objective reinforces its role as a crucial support in teaching, research, and knowledge transfer, promoting a more agile, accessible, and efficient environment aligned with present and future academic and scientific challenges.

STRATEGIES

- A:** Plan and implement actions to evolve the Library into a more innovative center, integrated into research, teaching, and knowledge transfer processes, incorporating artificial intelligence, open science, and advanced digital resources for faculty, researchers, and students.
- B:** Renovate the Library infrastructure, review its opening hours, and create accessible, comfortable, and versatile spaces that meet new forms of study and collaborative work, facilitating academic interaction and connection with the university community and its surroundings.
- C:** Redesign the library offering to align with the specific needs of its different stakeholders, providing faster, personalized, and educational services that encourage active and strategic use of the library as an academic resource.
- D:** Establish mechanisms that increase the visibility and positioning of the Nicolás Salmerón University Library as a key agent in academic and scientific life through modern organizational management, partnerships with other institutions, and a more proactive presence in the dissemination of content, projects, and activities.

MONITORING INDICATORS

Attendees of user training courses	Percentage of users participating in training activities at the Nicolás Salmerón University Library relative to the total potential users.
Electronic books and journals	Total number of electronic books and journals made available to users at year-end, managed by the Nicolás Salmerón University Library.
Loans of the physical collection	Total number of loans made to users by the Nicolás Salmerón University Library in a year.
Bibliographic records	Total number of bibliographic records made available to users at year-end, managed by the Nicolás Salmerón University Library.
Advisory sessions for researchers	Total number of advisory sessions held for researchers, organized by the Nicolás Salmerón University Library in a year.
Searches or queries in electronic resources	Total number of searches or queries in electronic resources.
Views and downloads of electronic resources	Total number of views and downloads of electronic resources.

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4.3 Simplify and Improve the Comprehensive Management of Research.

Optimizing the administrative and operational processes that support scientific production will allow researchers to focus on knowledge generation, contributing to the quality and impact of the projects developed, while ensuring greater transparency, traceability, and efficient use of resources.

STRATEGIES

- A:** Properly equip research support services with stable and qualified professional staff to handle management tasks, allowing faculty to concentrate on their research work and significantly reducing their bureaucratic burden.
- B:** Plan and implement a comprehensive transformation of research management processes through advanced digitalization and regulatory simplification, creating unified technological platforms that automate procedures, improve monitoring and transparency, and incorporate tools such as artificial intelligence to analyze performance, along with updating and streamlining regulations and procedures to meet the real needs of research staff, eliminating

unnecessary burdens and ensuring more agile, efficient, and results-oriented management.

- C:** Design direct, agile, and specialized support structures that provide assistance in economic management, planning, dissemination, and project justification, contributing to more effective, competitive research with greater institutional impact.

MONITORING INDICATORS

Specific training for SGI PTGAS staff

Total number of hours of specific training (total duration of training modules × number of participants) in skills related to the responsibilities and functions of PTGAS staff assigned to the Research Management Service in one year.

Returned research funding

Total percentage of funds returned / funds received from completed Research Projects, calculated as a 2-year moving average on administratively closed projects.

Simplified research administrative processes

Number of administrative processes in the Research Management Service that have been simplified (reduction of bureaucratic steps, task automation, time reduction).

Average ticket resolution time

Average ticket resolution time in the Research Management Service over a calendar year.



4.4 Strengthen and recognize the excellence, interdisciplinarity, and international prestige of our research activity.

Consolidating a leading university, capable of generating high-impact knowledge with global projection, and a reference in addressing major current social, scientific, and technological challenges, strengthens academic quality, drives innovation, and promotes greater visibility and collaboration with reference institutions.

STRATEGIES

- A:** Create awards and recognition programs that value the quality, originality, and academic impact of projects, incentivizing interdisciplinary collaboration and ensuring that these awards reflect rigorous academic criteria, aligned with teaching and knowledge transfer.
- B:** Develop innovative spaces and formats for research dissemination, including events, conferences, podcasts, and accessible publications, enhancing the university's presence in media, social networks, and internal channels to bring scientific results closer to the university community and society in general.
- C:** Facilitate the incorporation of outstanding researchers, support participation in high-level competitive calls (such as ERC and MSCA), and promote stable connections with international networks and the productive sector, strengthening research centers through specific actions to foster applied projects that respond to real and global challenges.

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MONITORING INDICATORS

Active six-year research periods of faculty in Research Centers

Global percentage of faculty (PDI) affiliated with UAL Research Centers holding active six-year research periods relative to the total number of PhD faculty in UAL Research Centers at the start of the academic year.

Citations of scientific publications

Three-year moving average of the number of citations of scientific publications by UAL researchers per year, according to SJR and extracted using the Scival tool.

High-impact scientific publications

Three-year moving average of the number of high-impact scientific publications (Q1 and D1) by UAL researchers per year, according to SJR and extracted using the Scival tool.

Research and Dissemination Awards

Total number of Research and Dissemination Awards received by UAL faculty (PDI and PI) in an academic year. Research awards include conference/paper awards, project awards, and recognitions for scientific dissemination activities. Awards granted by the University itself or affiliated entities are not included.

Theses with international or European distinction

Three-year moving average of the number of doctoral theses defended at UAL with European or international distinction.



GENERAL
OBJECTIVE • 5

Position UAL as an international benchmark.

The University of Almería aims to project itself as an international reference in education, research, and cooperation through a transversal internationalization that permeates all areas of university life and places UAL on the global knowledge map, connected to the major challenges of the world and contributing with its own identity to the construction of a borderless university.

SPECIFIC OBJECTIVES

5.1 Implement and develop the projects contemplated by UNIgreen.

This Specific Objective seeks to consolidate the UNIgreen alliance, composed of eight European higher education institutions coordinated by UAL, as a promoter of an integrative environment where innovation, research, and training align with current environmental challenges, preparing its students as leaders committed to the transition toward a green and climate-neutral economy.

STRATEGIES

- A:** Plan the development of solid links between the UNIgreen consortium and the business sector and third sector, promoting the mobility of students, faculty, and researchers, the exchange of best practices, and participation in international events and calls to increase impact and innovation in green economy, energy transition, and sustainable agriculture.
- B:** Ensure transparent and open project management, guaranteeing broad inclusion of areas and sectors of knowledge, as well as the technical and administrative feasibility of initiatives, supported with the necessary ICT resources for their proper execution.
- C:** Expand and adapt the joint educational offer through official degrees and double programs in collaboration with consortium universities, enhancing digital competencies.
- D:** Increase the level of awareness and involvement of the university community with UNIgreen, developing campaigns to raise the project's visibility through web and social media communication strategies, while simultaneously moving toward the establishment of its own legal entity.

MONITORING INDICATORS

Training activities organised by UNlgreen – UAL

Total number of training activities organised by UNlgreen–UAL in an academic year.

5.2 Improve the offer of international academic and professional mobility.

Improving the university's global projection will facilitate the active exchange of knowledge, strategic alliances, experiences, and best practices with world-renowned institutions, and will enrich the training of students, faculty (PDI), and administrative and service staff (PTGAS), promoting a more competitive, diverse, and innovative university community.

STRATEGIES

- A:** Review financial allocations, relax requirements, and expand destinations to facilitate the participation of students, faculty, and research staff, with special attention to less common regions and profiles with limited resources or in early stages of their careers.
- B:** Consolidate an International Relations Office and Welcome Center with specialized staff, implementing mentoring programs, reception protocols, feedback systems, and improving the offer and management of accommodation for international students, ensuring a positive and well-adapted experience.
- C:** Promote the perception of an international campus through cultural activities, merchandising, improved communication, transparency, and participation in the international projection strategic plan, as well as widely showcasing academic and professional mobility opportunities.
- D:** Strengthen the university's presence at international events, consolidate preferred markets (Europe, Latin America, and North America), and foster agreements that facilitate inbound and outbound mobility, as well as attract international students to study in Spanish, supporting language instruction.
- E:** Promote research stays, professional internships, international volunteering, and visits from international experts to the university, generating synergies for knowledge transfer and enrichment of the academic community.

MONITORING INDICATORS

Number of active mobility agreements	Total number of international mobility agreements for outgoing students during an academic year.
Number of UAL students in the Erasmus+ Internship program	Total number of University of Almería students who have started international mobility under the Erasmus+ Internship program.
UAL students in international mobility programs	Annual total of University of Almería students participating in international mobility programs in an academic year.
Incoming students in international mobility programs	Total number of incoming undergraduate students at UAL from international mobility programs.
Faculty (PDI) and administrative/service staff (PTGAS) in international mobility programs	Total number of international mobilities carried out by UAL faculty (PDI) and administrative/service staff (PTGAS), both outgoing and incoming, in a year.

5.3 Increase and improve UAL's presence in international networks and promote international cooperation.

UAL aims to position itself as a global reference in teaching, research, and innovation, expanding opportunities for academic and scientific collaboration, and fostering student training in an intercultural environment.

STRATEGIES

- A:** Expand participation in international networks, promoting agreements with universities and strategic organizations (AUIP, Fundación Carolina, etc.), and develop a map of priority cooperation areas with public and private institutions to enhance joint projects, mobility, and training.
- B:** Implement actions that increase the participation of students, faculty (PDI) and administrative/service staff (PTGAS) in mobility programs, curricular and extracurricular internships, as well as international volunteer programs, expanding alternative academic circuits and facilitating integration and experience in international destinations.



- C:** Strengthen the European recognition of official degrees, developing an international communication and marketing program, promoting participation in global rankings and forums that position the university as a reference in research and teaching.
- D:** Design an institutional support program for international cooperation and fund acquisition through the development of a university-specific cooperation plan, attracting external funds, promoting the training of the university community to access international calls, and simplifying bureaucratic processes to facilitate the management of international projects and activities.

MONITORING INDICATORS

Funding from the University's Own Cooperation Plan

Total sum of funds allocated each academic year to the modalities of the University of Almería's Own Cooperation Plan.

Number of international networks

Total number of international networks in which the University of Almería is listed as an active member annually.

International volunteering

Total number of members of the university community participating in international volunteering activities during an academic year.

5.4 Promote the bidirectional international projection of UAL students and staff, increasing the internationalization competencies of the university community.

Training a global, open, and interconnected university community will enhance learning and academic collaboration, strengthen intercultural and professional competencies, boost the prestige and competitiveness of the University of Almería, and align with the challenges of 21st-century higher education.

STRATEGIES

- A:** Review mobility policies for students, faculty, and PTGAS by expanding and/or improving funded programs or agreements, scholarships, awards, and licenses, as well as promoting visiting faculty stays and developing exchanges with prestigious foreign centers, facilitating the flexibilization of administrative procedures.
- B:** Promote language training and certification, especially in English and other strategic languages, integrating courses, workshops, and curricular modules, prioritizing language skills in faculty selection processes, and encouraging teaching in foreign languages for the entire university community.
- C:** Optimize physical spaces and virtual environments for an accessible and multicultural campus, advancing toward an easily accessible multilingual website for international students and promoting an inclusive and multilingual environment that strengthens the university’s image as an open and international benchmark.
- D:** Develop and promote international double degrees as well as the training and de-seasonalization of academic programs such as “Study Abroad” throughout the year, providing qualified and dedicated staff to maintain continuity and quality of service and management.

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MONITORING INDICATORS

Courses Offered in Another Language	Total number of courses offered in a language other than Spanish within the official university catalog in an academic year.
Credits Taught in Another Language	Global percentage of total credits offered and taken in courses taught in another language with respect to the total credits offered in another language in an academic year.

International Students Enrolled in Official Programs

Total number of students whose nationality is different from Spanish enrolled in official programs (excluding international mobility programs).

English Proficiency Level of Faculty and PTGAS

Annual percentage of faculty (PDI) and PTGAS holding an official certification or internally recognized accreditation at one of the following English levels according to the CEFR relative to the total staff of each group: Level B2, Level C1, or higher.

Active Presence in International Fairs, Events, and Meetings

Number of participations of the University of Almería in international fairs, events, and meetings during an academic year.

English Proficiency Level of Students

Percentage of students graduating from a Bachelor's degree in an academic year who have completed their studies with a foreign language (English) certification at B2 and C1 or higher, relative to the total number of graduates.



GENERAL
OBJECTIVE • 6

Advance toward digital transformation, data governance and a fully participatory model.

This General Objective aims to fully transform us into an efficient and approachable University, achieving the consolidation of a governance model based on real participation and the intelligent use of data, where every decision is grounded in truthful, accessible, and useful information for the entire university community.

SPECIFIC OBJECTIVES

6.1 Place people at the center of decision-making at UAL by promoting transparency.

This Specific Objective responds to the institutional commitment to a more inclusive, participatory, and approachable management. It fosters transparency, strengthens the trust of the university community, and improves the quality of decisions by incorporating diverse perspectives. This approach promotes a more democratic, equitable organizational culture, consistent with the university's values.

STRATEGIES

- A:** Create and enhance digital and physical platforms where information on processes, funding, decisions, and results is published clearly and continuously, facilitating access and interaction for the entire university community, complemented by forums and periodic meetings that promote inclusive dialogue among students, PDI, PTGAS, and other groups.
- B:** Ensure the active and equitable presence of all university sectors, including minorities and persons with functional diversity, through the creation of specialized advisory committees and the improvement of student and union participation, to ensure that their voices are heard and considered in decision-making.
- C:** Optimize collaboration between services that provide information, guidance, and support to students, and improve communication between student representatives and governing bodies, ensuring greater accessibility and participation of students in the actions and decisions of governing bodies and other university instances.

- D:** Implement specific plans and regulations with budget allocations to promote equality, functional diversity, and inclusion, as well as clear processes for the publication of minutes, allocation of resources, and public dissemination of appointments, strengthening trust and a culture of co-creation and shared responsibility throughout the university community.

MONITORING INDICATORS

Implementation of Data Governance

Measurement of the maturity level in the implementation of data governance in UAL administrative processes.

Spaces/forums or active listening activities created

Number of actions, activities, and/or creation of events, forums, spaces, etc., that promote participation and active listening of members of the university community and society.

Transparency of Centers and Departments

Number of Centers and Departments that comply with the Program Contract Indicator with UAL regarding public information on transparency on the web.

Transparency of Governing Bodies

Number of Governing Bodies that comply with the guidelines of the Transparency, Access to Public Information, and Good Governance Commission regarding public information on transparency on the web.

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6.2 Increasing the efficiency and effectiveness of administrative and management processes by enhancing their added value.

By optimizing resources and time and ensuring a more agile and versatile administration, we will increase the institutional capacity to provide quality services, promote internal innovation, and generate a positive impact both within the university community and for other users.

STRATEGIES

- A: Promote digital transformation through the implementation of unified platforms, process automation (including the efficient use of artificial intelligence), and the expansion of electronic administration, and optimize the e-Admón portal to improve the user experience and increase the available services, ensuring agile and traceable management.
- B: Implement continuous training programs for staff in digital tools, agile methodologies, and the use of AI, promoting a collaborative and efficient environment while ensuring proper generational succession. Additionally, apply innovative human resource management policies that enhance motivation, specialization, and adaptation to new technological demands.
- C: Standardize procedures to eliminate unproductive tasks and avoid duplication, with special emphasis on continuous improvement through quality indicators and periodic evaluation of user satisfaction, consolidating analytical accounting for more transparent and efficient economic management.
- D: Develop and disseminate clear guides and informative resources on administrative procedures, facilitating understanding and tracking by the university community, as well as establishing single physical and digital points of service to provide agile and personalized support to both students and staff.

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MONITORING INDICATORS

Total hours of general and specific training for PTGAS staff	Total number of hours of general (cross-cutting) training and total number of hours of specific training received by the UAL PTGAS (number of hours × number of participating PTGAS) in one year.
Complaints received in Administrative Services	Total number of complaints received by the Administrative Services of UAL in one year.

**Student satisfaction
with administrative
services**

Average student satisfaction with administrative services according to service evaluation surveys.

**Average ticket
resolution time**

Average ticket resolution time of the University of Almería Services in one year.



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6.3 Move towards the Smart Campus model through the digital consolidation of UAL.

By integrating innovative technologies that optimize academic, administrative, and environmental management, UAL will promote efficiency, sustainability, and educational quality, positioning the university as a benchmark in innovation and facilitating a comprehensive and connected experience for the entire university community.

STRATEGIES

- A: Develop and integrate advanced systems such as IoT, occupancy monitoring, and intelligent energy management to optimize the use of spaces, resources, and energy, including automation and home/office automation systems to contribute to sustainability and the continuous improvement of the university environment.
- B: Promote a centralized university app that facilitates access to services and functionalities, along with digital systems for real-time management and booking of physical spaces, ensuring universal accessibility through continuous reviews to remove barriers in digital environments.
- C: Initiate actions leading to data governance to establish secure and reliable data spaces that enable comprehensive analysis for strategic decision-making, ensuring their protection, integrity, and confidentiality, incorporating electronic systems for document management and transparency in administrative processes.
- D: Provide continuous training and skills development to the university community for the proper and effective use of newly implemented or future technologies, fostering a digital culture that ensures the maximum utilization of smart tools while ensuring commitment to sustainability and innovation.

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MONITORING INDICATORS

Implementation of Data Governance	Measurement of the level of maturity in the implementation of data governance in UAL administrative processes.
Cybersecurity actions for the university community	Number of cybersecurity actions for the university community carried out in one year (training, information, awareness, etc.).

continues

Services available through the UAL app

Number of services available through the UAL app at the end of one year.

User satisfaction with ATIC services

User satisfaction with ATIC services in one year, measured through the user satisfaction surveys of UAL Services.

Digitization or automation of the Campus

Total number of actions carried out in one year regarding the digitization or automation of devices or services on the Campus.



STRATEGIC PLAN 2025•2027



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STRATEGIC PLAN 2025•2027

UNIVERSITY OF ALMERÍA



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