

PEUCA

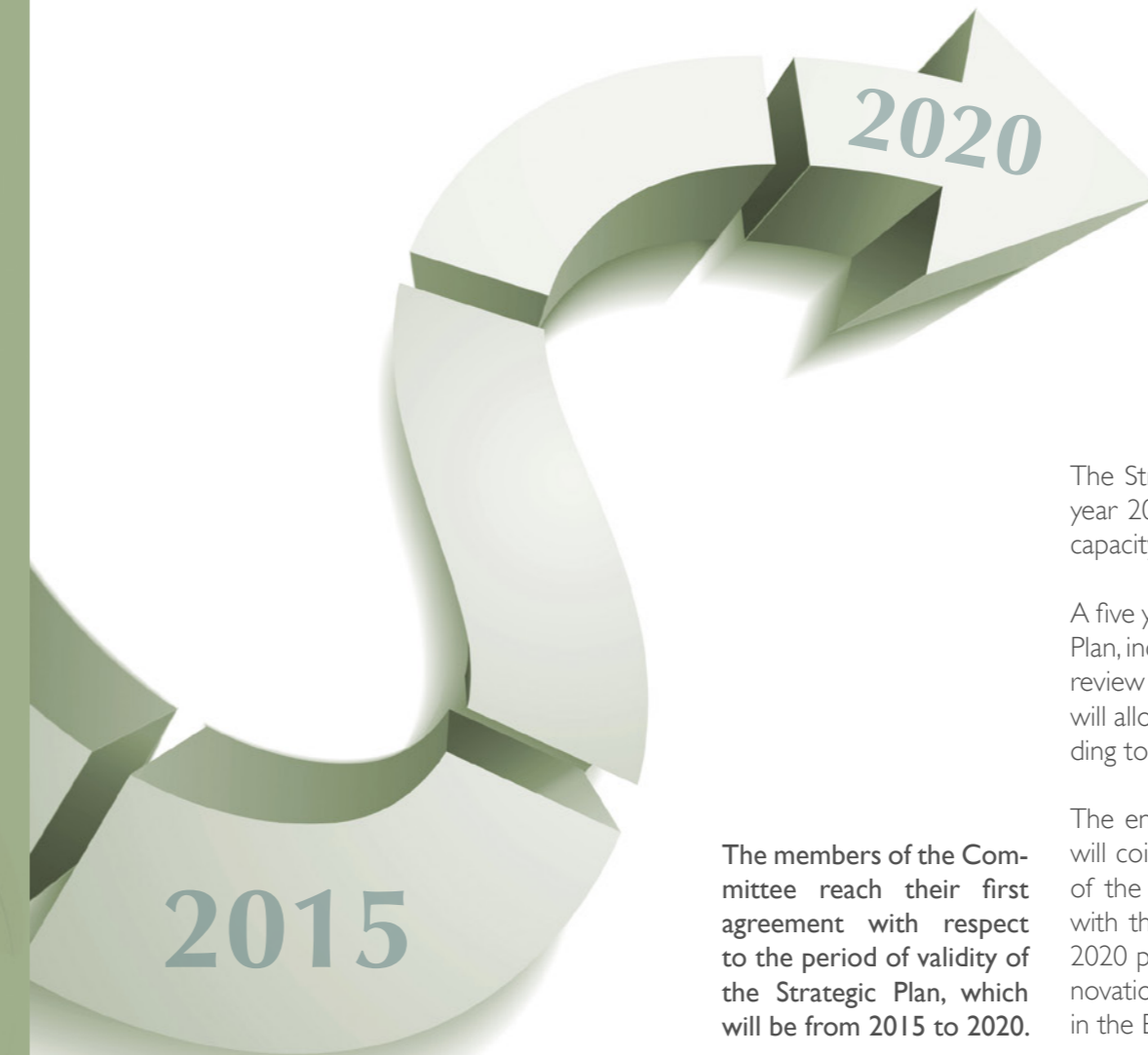
2nd Strategic Plan of the
University of Cadiz
2015-2020

Executive Summary

“Educating to change.
Changing to create”

<http://peuca.uca.es>

Validity, Mission, Values and Vision



Validity of the Strategic Plan

The Strategic Plan Committee agreed to establish the year 2020 as the time limit for the Plan for operating capacity and opportunity reasons.

A five year duration was considered appropriate for the Plan, including annual assessments and a more thorough review halfway through the period established which will allow any necessary adjustments to be made according to the evaluation carried out.

The members of the Committee reach their first agreement with respect to the period of validity of the Strategic Plan, which will be from 2015 to 2020.

The end of the deployment of the 2nd Strategic Plan will coincide with the 40th anniversary of the creation of the University of Cadiz (31st October 2019) and with the culmination of the European Union Horizon 2020 programme which coordinates the funding of innovation and research projects on diverse subject areas in the European context.

Mission of the University of Cadiz

The University of Cadiz is a public institution committed to its environment, dedicated to the generation, dissemination and transfer of knowledge and culture, as well as the integral training of people and professionals, throughout their lives. The geographical, historical and social characteristics of the province of Cadiz define our structure, singularity and capacity to adapt to changes in society.

Vision of the University of Cadiz

The University of Cadiz, in accordance with its Mission, plays an essential role in our regional socioeconomic development by driving entrepreneurial culture, innovation and internationalization. It would like to be known for its human capacity, efficient organization and its results, as well as for its will to work, together with its interest groups, towards the creation of economic, cultural and social value.

Values of the University of Cadiz

The University of Cadiz is an institution imbued with the principles of democracy and public ethics, and considers that it embodies the following values, divided into four areas or spheres:

Behavioural sphere: Effort, Responsibility, Honesty and Professionalism.

Legal sphere: Equality, Justice and Equity.

Relationship sphere: Participation, Plurality, Integration, Respect towards people and ideas and Solidarity.

Organization and operations Sphere: Transparency, Continuous Improvement, Effectiveness and Efficiency.

Institutional Diagnosis.

DAFO Analysis and Critical Success Factors

Weaknesses

D01	Areas of knowledge with little internationalization and research tradition.
D02	Difficulty in generating own resources.
D03	Little assumption and projection of entrepreneurial culture in the university community.
D04	Low rate of research staff in training.
D05	There are no systematic procedures showing the needs and expectations of the interest groups.
D06	Imbalance between the offer of qualifications, services and staff.
D07	Aging workforce with no new generations taking over.
D08	Quality is not seen as an instrument for improvement but as a bureaucratic task.

Threats

A01	Little recognition of the research and researchers on a business and social level.
A02	Inexistence of sufficient resources and an appropriate legal framework to attract and retain talent.
A03	Provincial and regional business sectors with a low level of execution and funding for R+D+i activities.
A04	The UCA is highly dependent on the resources of the Junta de Andalucía for its normal functioning.
A05	Drop in funding for research and low effort in R+D+i in relation to the GDP on a national and regional level.
A06	Inexistence of a professional horizon in the mid to long term for researchers in training.
A07	Negative economic scenario with a drop in the Andalusian GDP, destruction of businesses and high rate of unemployment.
A08	Legal difficulties for the hiring and promotion of staff.
A09	Reduction in funding for student grants from the Ministry, the European Union and other public bodies.
A10	Inequality in conditions of access to and permanence in university studies.
A11	No well-defined stable guideline model for university teaching and training.

Strengths	
F01	Active participation of the UCA in the Campus of International Excellence of the Sea (coordination) and the Agrifood Campus of International Excellence
F02	Existence of research groups of excellence and at competitive levels.
F03	Specialization in singular areas not existing in the Andalusian or Spanish university systems, both in teaching and research.
F04	Creation of Research Institutes
F05	High number of agreements established with businesses for curricular internships that strengthen the relationships between the university and businesses.
F06	Creation of Doctoral Schools and new doctorate programmes.
F07	Existence of the Central Services for Scientific Research and Technology (SC-ICYT), Central Services for Biomedical Research and Health Sciences (SC-IBM), and the Central Services for Aquaculture Research (SC-ICM)
F08	Structure of four campuses that bring our University closer to the general public, forming the backbone of the social and productive fabric characteristic of our province.
F09	Staff members dedicated to the institution, who maintain and improve the level of services in spite of adverse conditions.
F10	Good technological means of teaching support and access to bibliographical resources.
F11	Appropriate balance between the supply and demand for places on the courses.
F12	Commitment to transparency, sustainability and social responsibility.

Opportunities	
O01	Optimum moment to drive aggregations with universities, public research entities and businesses.
O02	Existence of specialized strategic sectors that could be recipients of our technological and personnel capacities and allies in obtaining resources.
O03	Definition of the intelligent specialization strategies of Andalucía based, to a large extent, on the opportunities arising from the Blue Economy and the Green Economy.
O04	New European framework of Horizon 2020 with new opportunities and an increase in the resources destined to R+D+i.
O05	Emerging economies from the Latin American area are investing heavily in higher education.
O06	Relevant geo-economic positioning of our university in Latin America and North Africa.
O07	Accreditation and training needs for professionals.
O08	Andalusian province with the third highest number of students enrolled in stages prior to the university system.
O09	Increase in the academic participation of the UCA within the Andalusian University System.
O10	Favourable legal scenario in terms of university social responsibility as a generator of competitive advantage.

Critical Success Factors for the University of Cádiz

Quality specialized inter-university networks and alliances
Competitive areas of knowledge in research and internationalization
Campus of Excellence
Portfolio of products and services aimed at Society
Teaching aimed towards professional competencies
Competitive graduates
Organizational focus on obtaining external resources
Flexible adaptation to the legal framework
Identification and orientation of R+D+i to specialized strategic sectors
Socioeconomic impact
Positioning in specialized strategic sectors
Highly qualified, valued and committed professionals
Internal recognition of research
Redistribution of R+D+i resources to less competitive areas
Retention of talent
Courses adapted to the needs of Society
Transfer of knowledge from research in line with Society
Ordered structuring of the campuses
Visibility of the results of the RSU in Society

Scope

TEACHING AND LEARNING FIELD:

“Training people, building bridges”

The University of Cadiz will draw up a map of the training offer which responds to the unique opportunities that characterize our university and our region, with close participation from Society and the production sector; monitoring the real quality of the teaching and integrating activities that favour the acquiring of competencies and employability of the graduates.

The challenge is to offer studies that are attractive to the students and establish academic structures suitable for the organization. In this process, the search for synergies between studies will be fundamental, as well as collaboration with other universities, businesses and institutions in order to favour and drive the development of the University of Cadiz in the immediate future.

RESEARCH AND KNOWLEDGE TRANSFER FIELD:

“Leadership, innovation and excellence that create a future”

The University of Cadiz is investing its efforts in generating competitive research that increases our productivity and quality, boosting collaboration via research networks and aggregations with the final aim of contributing, with their knowledge transfer, to the socio-economic and humanistic development of our region.

Attracting and retaining talent, promoting interdisciplinarity and improving the working environment and opportunities of our researchers are inescapable aspects of achieving these aims.

ORGANIZATION AND RESOURCES FIELD:

“Efficient. Powerful. Unique. UCA 2.0”

The people who make up the University of Cadiz are the backbone of our institution: building a university where job stability, training and professional development are combined with adaptation to the needs of our interest groups is the main aim of our institution.

Furthermore, the University of Cadiz wishes to be more efficient and rational in the use of its resources and in the development of its activities, whilst also being sensitive to and responsible with the social environment.

PERSONAL FIELD:

“With you, always excellent”

The University of Cadiz, as well as being a public higher education institution, is a community of people who need their work to be valued and recognised. The aim is to build an organizational model sensitive to the needs of the community that boosts its capacities and professional development and which provides a favourable environment for the conciliation of working life with the family.

ENVIRONMENT FIELD:

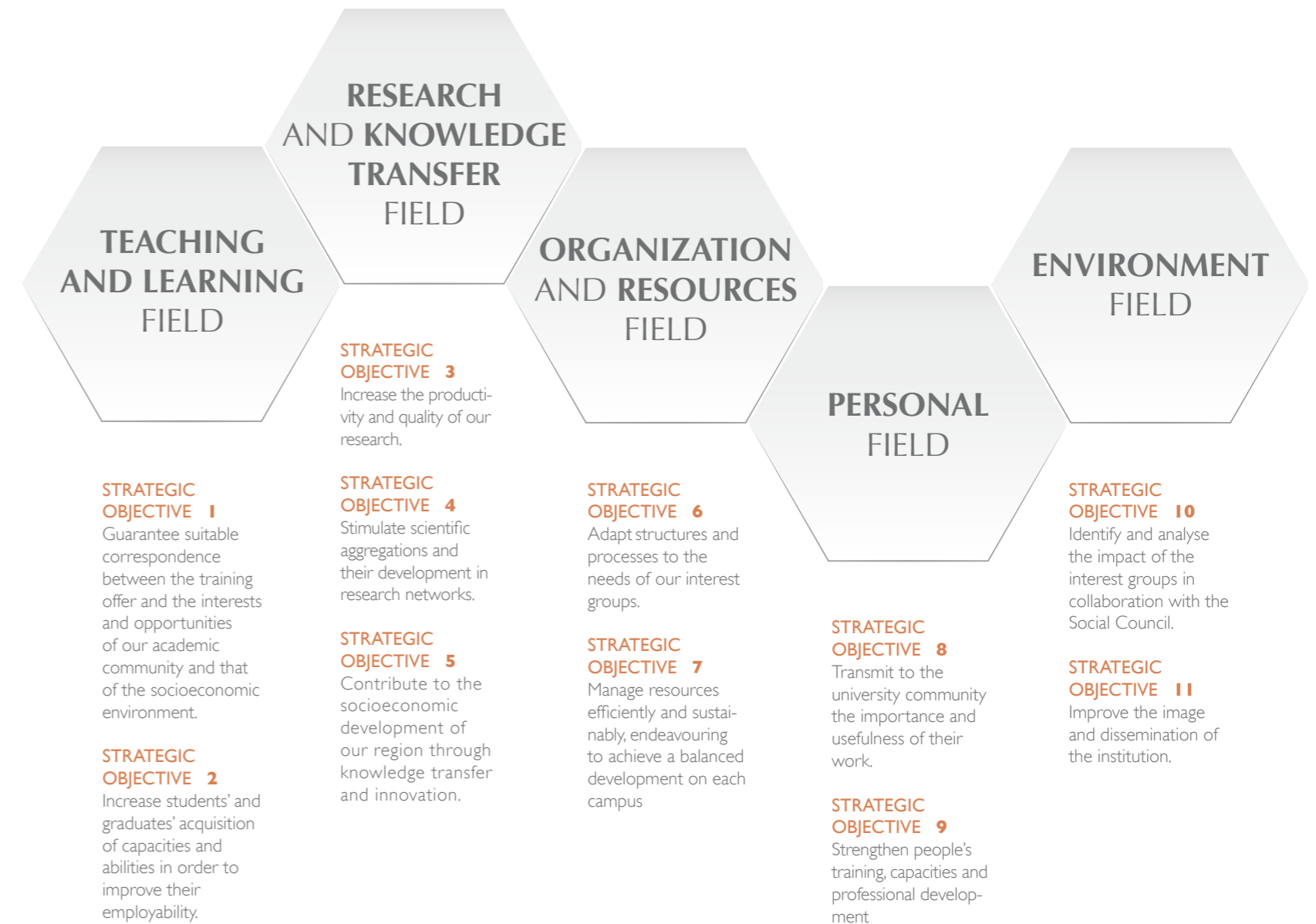
“Sailing together towards the future”

The University of Cadiz is a public institution that is committed to its environment and constantly adapting to social change, improving its presence and impact on Society with the fundamental participation of the Social Council.

The challenge is to generate an institutional image that situates the University as a benchmark centre for our interest groups.

As well as these strategic fields, transversal dimensions have also been considered in this Plan, which unite and consolidate them. Internationalization, continuous improvement and university social responsibility determine the principles and working methods in the activities for each one of the five fields defined.

Strategic Objectives and Lines of Action



The 2nd PEUCA is structured around:

- 5** Strategic Fields.
- 11** Strategic Objectives.
- 34** Lines of Action.

TEACHING AND LEARNING FIELD

STRATEGIC OBJECTIVE 01

Guarantee suitable correspondence between the training offer and the interests and opportunities of our academic community and that of the socio-economic environment.

Code	Line of Action
1.1	Drive the orientation of the Degree and Master's courses towards continuous improvement and towards the opportunities offered by aggregations with other universities and institutions.
1.2	Review and promote the complementary training offer.
1.3	Strengthen the Doctorate Schools.

STRATEGIC OBJECTIVE 02

Increase students' and graduates' acquisition of capacities and abilities in order to improve their employability.

Code	Line of Action
2.1	Extend entrepreneurial culture in the university community.
2.2	Provide our students and graduates with the tools necessary to discover their talents and abilities and to start professional projects.
2.3	Introduce the use of foreign languages in teaching development.
2.4	Promote accreditation of languages at levels higher than the minimum requirements.

ÁMBITO DE INVESTIGACIÓN Y TRANSFERENCIA

STRATEGIC OBJECTIVE 03

Increase the productivity and quality of our research.

Code	Line of Action
3.1	Attract and retain prestigious young researchers.
3.2	Improve training opportunities for researchers and support technicians for research and knowledge transfer.
3.3	Strengthen and improve scientific infrastructures.

STRATEGIC OBJECTIVE 04

Stimulate scientific aggregations and their development in research networks.

Code	Line of Action
4.1	Create interdisciplinary teams linked to European, national and regional projects.
4.2	Support singular UCA research through Research Centres and Institutes.
4.3	Promote the participation of the Institution and its researchers in international bodies and associations.

STRATEGIC OBJECTIVE 05

Contribute to the socioeconomic development of our region through knowledge transfer and innovation.

Code	Line of Action
5.1	Boost interconnection between University research and the productive fabric.
5.2	Drive institutional business innovation and territorial development projects.
5.3	Contribute to social and humanistic development with the knowledge generated at the University.

ORGANIZATION AND RESOURCES FIELD

STRATEGIC OBJECTIVE 06

Adapt structures and processes to the needs of our interest groups.

Code	Line of Action
6.1	Achieve a stable and balanced Teaching and Research Staff and Administration and Services Staff in areas, units and campuses.
6.2	Review processes and procedures for the management of Units, Services, Centres and Departments.
6.3	Set up an Integrated Information System to facilitate decision making and balance statements.

STRATEGIC OBJECTIVE 07

Manage resources efficiently and sustainably, endeavouring to achieve a balanced development on each campus.

Code	Line of Action
7.1	Adapt the university and information technology infrastructures, in accordance with the singularities and characteristics of the campuses.
7.2	Centralize purchasing and out-sourcing of services.
7.3	Increase external resources obtained.
7.4	Increase the installation of sustainable and energy efficient infrastructures.

PERSONAL FIELD

STRATEGIC OBJECTIVE 08

Transmit to the university community the importance and usefulness of their work.

Code	Line of Action
8.1	Promote the participation of students and our graduates in the University.
8.2	Strengthen motivation mechanisms for Teaching and Research Staff and Administration and Services Staff based on continuous improvement and efficiency in the workplace
8.3	Explore new measures for the consolidation of working and family life.
8.4	Strengthen good governance.

STRATEGIC OBJECTIVE 09

Strengthen people's training, capacities and professional development.

Code	Line of Action
9.1	Strengthen the integral training of students.
9.2	Adapt the training and capacities of personnel to the functions, objectives and organizational needs.

ENVIRONMENT FIELD

STRATEGIC OBJECTIVE 10

Identify and analyse the impact of the interest groups in collaboration with the Social Council.

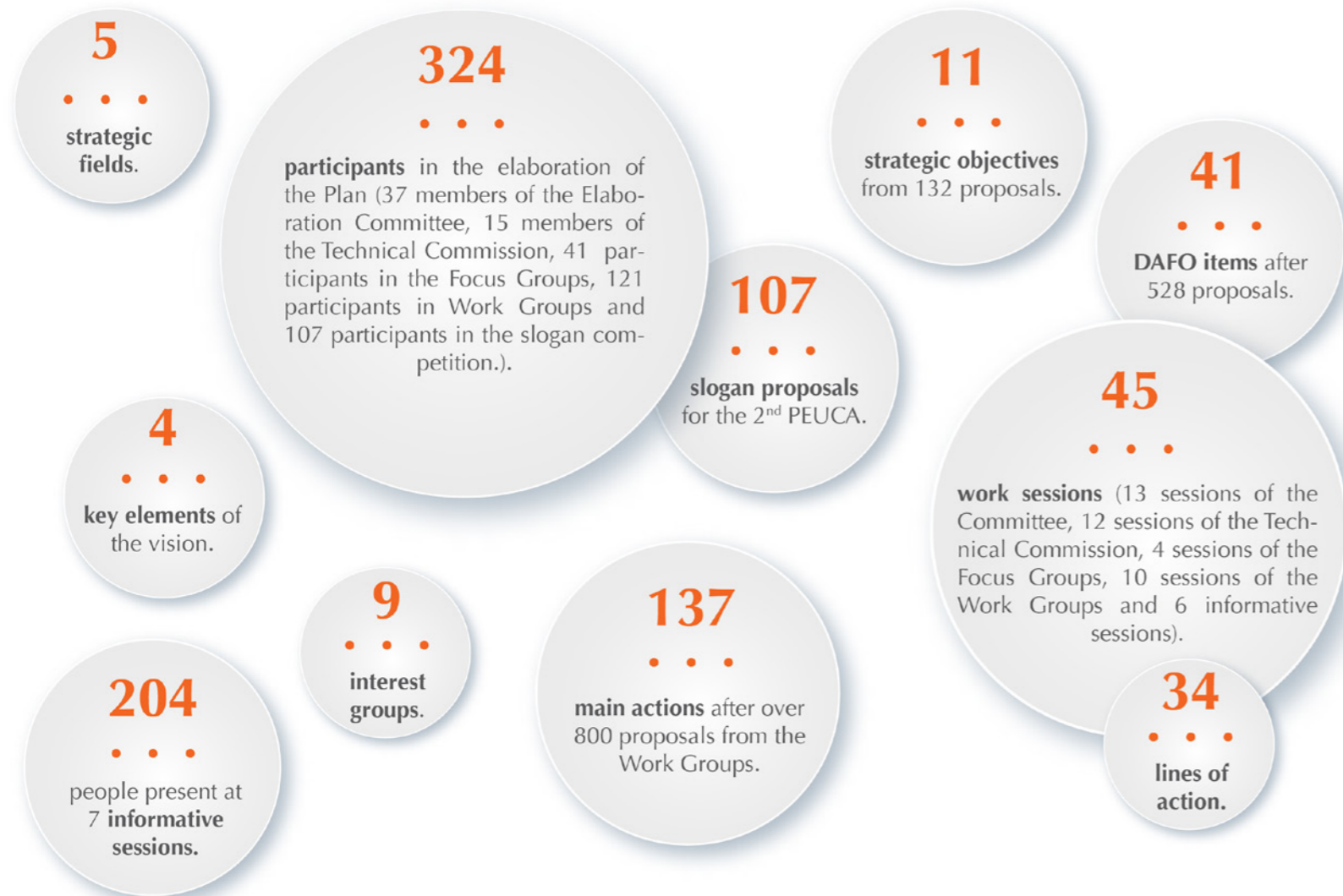
Code	Line of Action
10.1	Grasp the needs of the interest groups.
10.2	Improve the interaction of the UCA with its environment, enriching the offer of services and activities to the interest groups.
10.3	Perfect communication channels and the participation of the interest groups in university life.

STRATEGIC OBJECTIVE 11

Improve the image and dissemination of the institution.

Code	Line of Action
11.1	Consolidate the unique corporate image and the brand concept of the UCA with a more dynamic vision that promotes our singularities.
11.2	Strengthen transparency.

The elaboration of the 2nd Strategic Plan in **figures**





UCA

Universidad
de Cádiz