



2nd Strategic Plan of the University of Cádiz 2015–2020

**Summary of the Intermediate
Evaluation of the 2nd Strategic
Plan of the University of Cádiz
(2017)**

December 2017

0. Introduction

The II Strategic Plan of the University of Cádiz 2015-2020, approved by the Governing Council, the Senate and the Social Council during the month of December 2014, contemplates the annual monitoring and an intermediate evaluation after half of the validity period. The purpose of this evaluation is to obtain reliable information on the state of progress of the plan that serves to lead the strategic direction of the Institution. It is also intended to facilitate the re-adaptation of the planning carried out in the current scenario and circumstances.

Thus, as planned, this document (<http://destrategico.uca.es/wp-content/uploads/2018/02/EVINTinforme.pdf?u>) shows the main results of the II PEUCA deployment activities in the different working areas in which their actions have been carried out since January 2015 up to the present. It also shows the assessment of the degree of progress achieved, both in the self-evaluation and in the participatory process. These results are presented in order to contrast the assessments made and obtain improvement proposals that redirect the Lines of Action with the lowest degree of progress.

In addition, complementary information is included in annexes, such as the methodology of the evaluation process, the weighting of the elements of the Plan, the list and images of the participatory process and the assessment made in it.

Accountability and participation are two of the basic principles of this Plan and this evaluation process, which has been developed with the collaboration of several work teams. These work teams represent the different interest groups of the university, both internal and external. The intervention of these teams has enriched this evaluation and it will improve the deployment of the 2nd PEUCA in what remains of its validity (until December 2019).

1. Main results and recognition of the deployment activities of the 2nd PEUCA

Several deployment actions have been carried out: 11 deployment actions through the government action of the management board, 7 actions of deployment in centers, 5 actions of deployment in research institutes, 1 action of deployment in units and 2 actions of deployment in the university community. In addition, 4 general recognitions and 5 sectoral recognitions have been received.

2. Degree of progress of the 2nd PEUCA

2.1 | Methodology

The evaluation of the 2nd PEUCA requires a methodology that allows obtaining timely information on the progress made in the execution of this plan, and allows to facilitate the control by the university managers, as well as the readjustment of the strategic planning before new scenarios.

The monitoring of the Plan has been carried out, as planned, by monitoring the actions assumed by those responsible for them. During the first two years of deployment they have provided information on achievements and indicators, based on evidence; This has allowed us to prepare the two Annual Monitoring Reports (2015, 2016) published and corresponding to those exercises.

For this intermediate evaluation, additional information was requested from those responsible, with the objective of updating and monitoring the overall progress obtained on July 31, 2017. This information has allowed the Delegation of the Rector for Strategic Development to evaluate the actions and elaborate a dossier in which the progress in the achievement of the Strategic Plan is shown, once the half of the period of its validity has elapsed.

As the design principles of the II PEUCA indicated, this is a participatory, flexible and useful plan, so it was foreseen that, during the deployment period, new actions could be included. In addition, these actions may begin their execution at different times during the plan's validity period and may be completed before the end of the plan. Specifically, in 2017 the II PEUCA has a total of 150 actions. The temporary distribution of these actions is shown below.

Chart 1. Temporary distribution of 2nd PEUCA Actions

	2015	2016	2017	2018	2019	ACTUACIONES 2015-2020
Number of actions starting in the year	75	72	3	0	0	150
Number of actions ending in the year	0	5	31	50	64	150
Number of actions in force during the year	75	147	145	114	64	

2.2 | Evaluation of the degree of progress

As a result of the assessment of the progress of the actions, and considering that each one of them has a different weight, the accumulated progress percentage of 2nd PEUCA is calculated. In the same way, it is possible to calculate the degree of progress of the different elements that make up the plan in the following way:

- % of the Degree of progress of each of the 34 Lines of Action: weighted average of the degree of progress of the actions contained in each Line of action.
- % of the Degree of progress of each of the 11 Strategic Objectives: weighted average of the degree of progress of the Lines of Action that make up each Strategic Objective.
- % of the Degree of progress of each of the 5 Areas that make up the plan: weighted average of the degree of progress of the Strategic Objectives that make up each Area.

The weighting of the Strategic Objectives was carried out by the 2nd PEUCA Committee in the elaboration phase of the Plan and it represents the relative weight of the Objectives as a whole in each element of the Vision.

Following the same criteria, the Delegation of the Rector for Strategic Development made the weighting of the other elements of the plan: Lines of Action and Actions (shown in Annex 5.2 of the original document: <http://destrategico.uca.es/wp-content/uploads/2018/02/EVINTinforme.pdf?u>), which allows us to have criteria for the follow-up and evaluation of the 2nd PEUCA.

The degree of compliance or progress of an action is represented by the level of development reported, which is measured on a qualitative scale from "Not started" to "Very high progress or finalized action", which correspond to the values that are detailed in Chart 2:

Chart 2. Degree of progress of an action

Degree of progress of an action	
Not started	0
Low advance	0,25
Medium advance	0,50
High advance	0,75
Very high or finish progress	1

In Annex 5.2 (<http://destrategico.uca.es/wp-content/uploads/2018/02/EVINTinforme.pdf?u>), and according to this conversion table, the assessment of the Degree of Advance assigned to each one of the actions of 2nd PEUCA is also shown.

2.3 | Analysis

The following chart shows the number of actions in each phase of progress:

Chart 3. Number of actions in each phase of progress

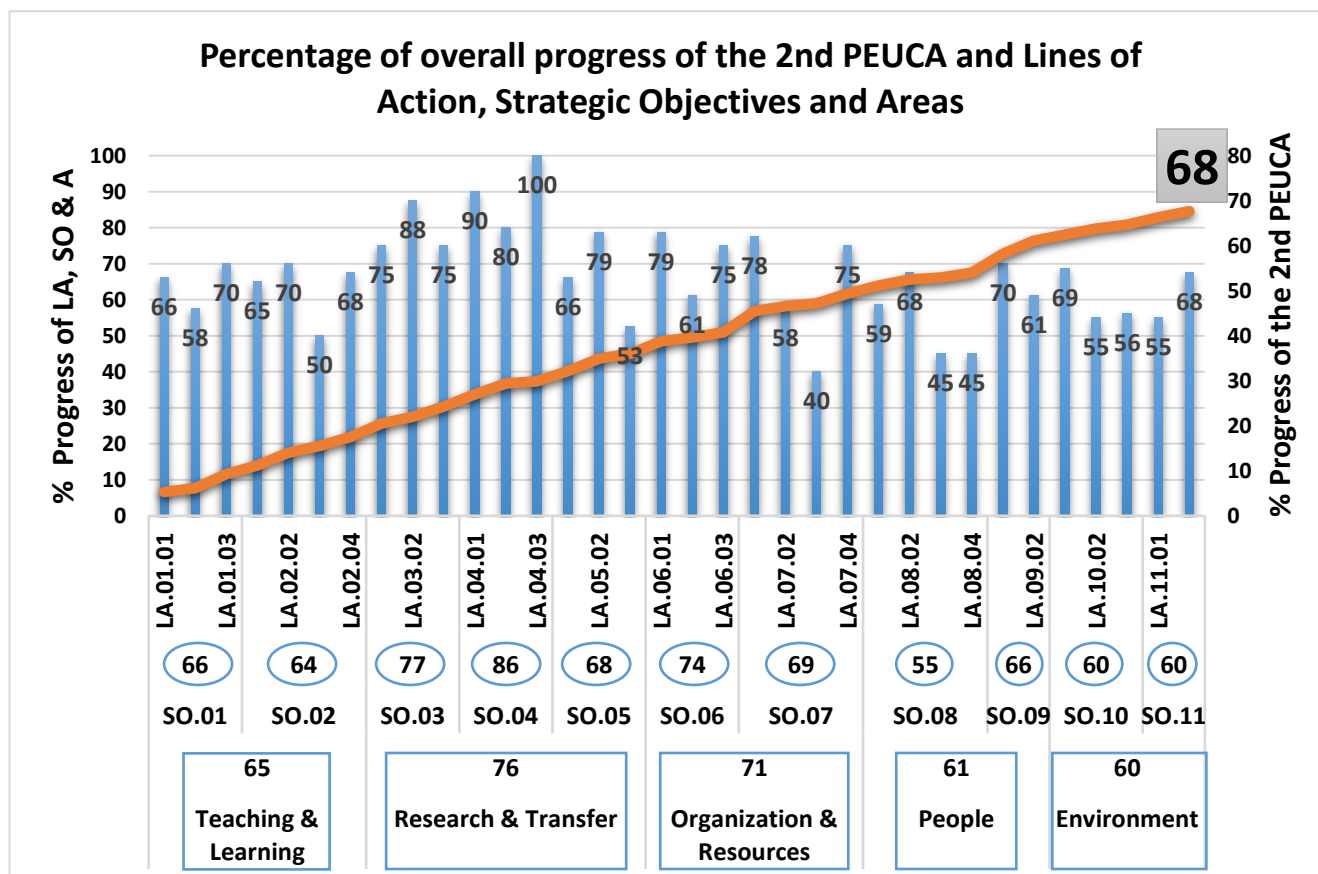
	No. ACTIONS	PERCENTAGE
Not started	2	1%
Low advance	13	9%
Medium advance	45	30%
High advance	71	47%
Very high or finish progress	19	13%
TOTAL	150	100%

For detailed information, go to Annex 5.2 of the original document (<http://destrategico.uca.es/wp-content/uploads/2018/02/EVINTinforme.pdf?u>)

Figure 1 shows the degree of global progress of II PEUCA, which stands at 68%. This assessment is based on the progress determined for the 150 actions that currently constitute the strategic plan.

Likewise, this percentage of progress is segregated at the level of Areas, Strategic Objectives and Lines of Action.

Figure 1. Percentage of overall progress of II PEUCA and Lines of Action, Strategic Objectives and Areas



As can be seen, the Research & Transfer Area presents the greatest development level (76%). The fourth strategic objective: "Stimulate scientific aggregations and their development in research networks" presents the highest degree of development (86%). In turn, the eighth strategic objective is the one that presents the lowest degree of development with 55%.

The figure also shows that the Line of Action with the greatest progress, as we have previously advanced, corresponds to those included in objectives 3, 4 and 5, with values in the range 53% - 100%. Regarding the Lines of Action with less development, these appear in Objectives 7 and 8, related to the areas of Organization & Resources and People, in particular, the Line of Action 07.03 "Increase the capture of external resources", with a 40%, the one with the lowest value.

3. Participation process. Contrast and improvement proposals

3.1 | Participation progress

The intermediate evaluation of the 2nd PEUCA has been carried out through a process of participation of internal and external stakeholders, as detailed in Annex 5.1 of the report (<http://destrategico.uca.es/wp-content/uploads/2018/02/EVINTinforme.pdf?u>). These stakeholders have contrasted the assessment made by the Management Team and have formulated improvement proposals in those Lines of Action that have been considered with a lower degree of development, which will allow readjusting the 2nd PEUCA in those issues that require it.

Chart 4. Participant profile

ESTATES	ASSISTANTS	
Students	10	6
Administration & Services Staff	61	34
Teaching & Research Staff	94	53
External	13	7
TOTAL	178	100
Women	71	40
Men	107	60

6% of the participants were students representatives.

The Administration and Services Staff (PAS) has accounted for 34% of the attendees, of which 62% was responsible for different units.

The Teaching and Research Staff (PDI) has represented 53% of the total number of participants, of which 23% belonged to Centers management teams, 20% to Department management teams, 9% to management teams of Research Institutes, 19% to Degrees Coordinators, 12% to Master's Degree Coordinators and 3% to Coordinators of Doctoral Programs.

The union representatives of both estates, PAS and PDI, who have participated in the evaluation process, accounted for 5% of the total number of attendees.

In addition, we have had the collaboration of a group of external agents, through the Social Council and the Association of Friends & Former Students of the UCA, which have accounted for 7% of the participants.

In the 10 sessions held, the collective analysis was developed in 25 working groups, with an average of 7 participants per group.

The nominal list of attendees and the process images are shown, respectively, in Annexes 5.3 and 5.4 (<http://destrategico.uca.es/wp-content/uploads/2018/02/EVINTinforme.pdf?u>).

3.2 | Assessment of the development degree of the Lines of Action

The participants in this process, based on the information provided in the Work Dossier prepared for the mid-term Evaluation (sections 1, 2 and 3 of the original document: <http://destrategico.uca.es/wp-content/uploads/2018/02/EVINTinforme.pdf?u>), the Tracking Memories of the 2nd PEUCA -2015 and 2016-, as well as the own experience & perception, they indicated in each session the 5 Lines of Action that they considered with greater degree of advance and the 5 with less degree of advance or development.

Charts 5 and 6 show the lines that have been considered by most of the participants. The detail of the valuations granted to each Line of Action can be found in Annex 5.5 of the original document (<http://destrategico.uca.es/wp-content/uploads/2018/02/EVINTinforme.pdf?u>).

Among the following Lines of Action (considered with the highest degree of progress), the participants in the process coincide in granting the higher net values to LA.01.01, LA.04.02 and LA.06.03, in this order.

Chart 5. Lines of Action of the 2nd PEUCA considered with the highest degree of progress in the participatory process

AREA	STRATEGIC OBJECTIVE	LINE OF ACTION
Teaching & Learning	SO. 01	LA. 01.01 - Promote the orientation of the Degrees and Master Degrees towards the continuous improvement & the opportunities offered by the aggregations with other universities and institutions
Research & Transfer	SO. 03	LA. 03.03 - Strengthen and improve scientific infrastructures
	SO. 04	LA. 04.02 - Vertebrate the unique research through the institutes and the Research Centers
Organization & Resources	SO. 06	LA. 06.03 - Implement an Integrated Information System that facilitates decision making and accountability.
	SO. 07	LA.07.01 - Adapt the university & information technology infrastructures, taking into account the singularities and characteristics of the campuses
People	SO. 08	LA.08.01 - Promote the participation of students and our graduates in the University.
Environment	SO. 11	LA.11.01 - Consolidate the unique corporate image and the UCA brand concept, with a more dynamic vision and enhancing our singularities.
		LA.11.02 - Strengthen transparency.

Chart 6 shows the Lines of Action considered with the lowest degree of advancement (lowest net value) in the participatory process, with the greatest coincidences in LA.06.01, LA.08.02 and LA.02.03, also in the order indicated.

Chart 6. Lines of Action of the 2nd PEUCA considered with the lowest degree of progress in the participatory process

AREA	STRATEGIC OBJECTIVE	LINE OF ACTION
Teaching & Learning	SO. 02	LA.02.03 - Introduce the use of foreign languages in the development of teaching.
Research & Transfer	SO. 03	LA.03.01 - Capture and retain young researchers of recognized prestige.
	SO. 05	LA.05.01 - Promote the interconnection between the research of the University and the productive framework.
Organization & Resources	SO. 06	LA.06.01 - Achieve a permanent and balanced PDI & PAS staff in areas, units and campuses.
		LA.06.02 - Review the management processes and procedures of Units, Services, Centers and Departments.
People	SO. 08	LA.08.02 - Promote motivation mechanisms for the PDI staff and the PAS staff based on efficiency and continuous improvement at work.
		LA.08.03 - Explore new actions to reconcile work & family life.

In general, a correspondence is detected between the participatory process and the self-evaluation carried out. Although there are two particularities in the case of Lines LA.06.01 and LA.08.02, which the participants perceive with a lesser degree of progress than the degree granted in the self-assessment, as well as a discrepancy among the participants in the participatory process when assessing the degree of progress of some Lines of Action, especially in the case of LA.05.01 , LA.06.02 and LA.08.01.

Between the self-assessment process and the participation process, a consultation to the Technical Commission of II PEUCA was made in order to obtain their qualified opinion on the degree of progress of the plan. Their assessments corroborate four of the Lines with the highest degree of progress considered by the participants in the process (LA.03.03, LA.04.02, LA.06.03 and LA.11.02) and, to a lesser extent, they also coincide in the Lines with the lowest grade of progress (LA.02.02 and LA.08.02), although they differ in LA.06.01 and LA.08.03, which are considered to be of medium advance.

3.3 | Stakeholders' improvement proposals

In the participatory process, group work has been completed with the formulation of improvement proposals to redirect the 5 Lines of Action that, in each case, have been considered as the less developed. The number of groups that have been formed in the 10 work sessions has been 25, with an average number of 7 components in each of them.

The proposals have been addressed, in some cases to the government team and, in others, they are proposed to be developed from the scope of work of the groups that have proposed them.

In total, 401 proposals have been collected. The largest number of proposed actions correspond to the areas of People (30.4%), Organization & Resources (28.2%) and Teaching & Learning (24.4%).

After the study of the opportunity and viability (resources, normative and timely feasibility) of the proposals made and the validation by the Technical Commission of the 2nd PEUCA, the 15 proposals incorporated as new actions of the 2nd Strategic Plan are shown in the chart below. They will be developed during the deployment of the years 2018 and 2019.

Chart 7. New Actions incorporated in the 2nd PEUCA after the process of Intermediate Evaluation

AREA: TEACHING & LEARNING	
STRATEGIC OBJECTIVES	NEW ACTIONS
SO. 01- Guarantee the adequate correspondence of the educational offer with the interests and opportunities of our academic community and the socio-economic environment.	Propose a procedure that speeds up and gives certainty about the establishment of international agreements for Degrees & Master Degrees.
	Encourage the incorporation of teaching materials in other languages.
	SO.02 - Increase the acquisition of skills and abilities of students and graduates to improve their employability.
	Encourage the accreditation of PDI & PAS in languages by paying fees or other measures.
	Propose reinforcement activities in languages within the schedule of students, PDI & PAS.
	Complement non-bilingual training with assistants in the classroom.
	Do an idiomatic level study of PDI & PAS.
	Integrate the language training of students in the European Diploma Supplement.
AREA: ORGANIZATION & RESOURCES	
STRATEGIC OBJECTIVES	NEW ACTIONS
SO.06 - Adapt the structures and processes to the needs of our stakeholders.	Analyze the criteria of the PDA, as well as the concept of academic activities of the Teaching Staff.
	Carry out an update of the regulations for change of teaching affiliation.
	Improve the information and communication processes in terms of hiring.
SO.07 - Manage resources efficiently and sustainably, seeking a balanced development in each campus.	Centralize the request for needs, the search for external financing for them and the visibility of what has been obtained.

AREA: PEOPLE	
STRATEGIC OBJECTIVES	NEW ACTIONS
SO.08 - Transmit to the university community the importance and usefulness of their work.	<p>Reorganize the structures and resources to support the Title Coordinators.</p> <p>Analyze the possibility of extending help for daycare to students.</p> <p>Propose a coordinated Training Plan for the PDI & PAS.</p>
SO.09 - Enhance the training, skills and professional development of people.	Enhance the university as an environment that promotes the health of the university community & society and the commitment to the Healthy Universities project.

All the information about this process is available in the web [page http://destrategico.uca.es/monitoring-and-evaluation/?lang=en](http://destrategico.uca.es/monitoring-and-evaluation/?lang=en) and it will be informed and reported on the Governing Council and Social Council, as this Delegation does annually, in the second trimester of 2018.