



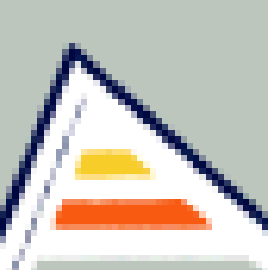
PLANIFICACIÓ ESTRATÈGICA

UNIVERSITAT D'ALACANT



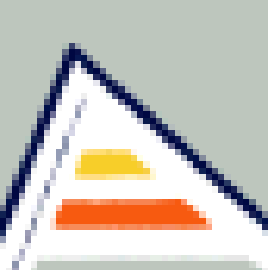
Universitat d'Alacant
Universidad de Alicante





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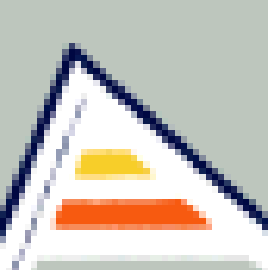
- Strategic Planning at the University of Alicante
 - Strategic Management at the Quality Technical Unit (UA)
-



Strategic plan

As the Administrative Council of the University of Alicante is aware of the changes coming and the challenges that must be faced by a XXI Century University and is convinced of the need of an efficient, effective and transparent management and the forward-looking approach, it has decided to undertake the elaboration of a Strategic Plan for the University of Alicante.

However, in order to get a response to the richness and plurality of the University of Alicante, our participation is required for the elaboration of this Strategic Plan. With the active participation, the implication and the complicity of the university community, we will manage to draw the lines necessary to keep the position that the University of Alicante deserves and to anticipate the future.



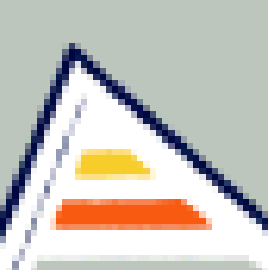
What is a strategic planning?

A strategic planning exercise requires ...

... an analysis of where we are and ...

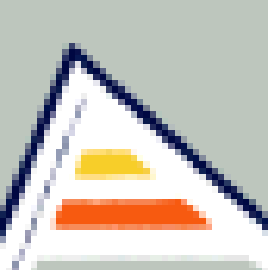
... a reflection of where we would like to be in the near future, ...

... by designing the steps that will lead us in the right direction.



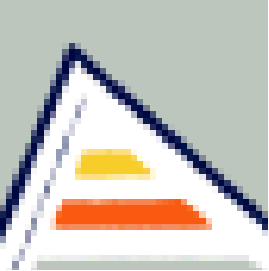
KEY ASPECTS

- Chancellor's clear leadership
 - Participation and consensus
 - To be willing to elaborate, develop and monitor the Plan
 - Adaptation of the Information System (SIUA)
-



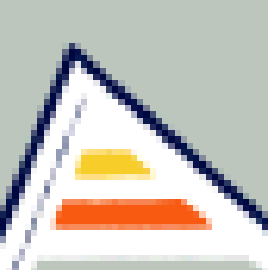
Organization

- ❑ Administrative Council
 - ❑ External consultancy:
 - UNESCO Chair of Higher Education Management of the University of Catalunya
 - ❑ Supporting Group (internal consultancy)
 - ❑ Planning Group
 - ❑ University Community
-



Phases of the strategic plan

- Phase 1: **Elaboration** (September 2006 - July 2007)
- Phase 2: **Development, monitoring and assessment** (2007 - 2012)
 - Twice a year: on March and October
- Phase 3: **Deployment** (June 2007 - 2012)
Sectorial and Units Strategic Plans
(Centers and Departments)



Phases of the strategic plan

- Phase 1: **Elaboration** (September 2006 - July 2007)
 - Phase 1.0: **Planning** (May-July 2006)
 - Phase 1.1: **Strategic reflection** (September 2006-January 2007)
Frame for the strategic planning of the University of Alicante (February 2007)
 - Phase 1.2: **Institutional Strategic Plan** (February-May 2007)
Strategic Plan for the University of Alicante (June-July 2007)
 - Phase 2: **Development, monitoring and assessment** (2007 - 2012)
 - Twice a year: on March and October
 - Phase 3: **Deployment** (June 2007 - 2012)
Sectorial and Units Strategic Plans (Centers and Departments)
-



Planificación Estratégica Universidad de Alicante

[OPINIONES](#) | [SUSCRIPCIÓN](#) | [FAQ](#)[Introducción](#)[Plan Estratégico](#)[Metodología](#)[Grupos de Trabajo](#)[Misión](#)[Valores](#)[Grupos implicados](#)[Factores clave](#)[Ejes estratégicos](#)[Análisis DAFO](#)[Visión](#)[Objetivos estratégicos](#)[Acciones](#)[Plan estratégico de gestión](#)[Administraciones
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RSS

PLAN ESTRATÉGICO

El Consejo de Dirección de la Universidad de Alicante, consciente de los cambios que se avecinan y los retos que una Universidad del siglo XXI ha de asumir, y convencido de la necesidad de una dirección eficaz, eficiente, transparente y con visión de futuro, ha decidido emprender la elaboración del *Plan Estratégico de la Universidad de Alicante*. Un ejercicio de Planificación Estratégica no es más que analizar dónde estamos y reflexionar sobre dónde nos gustaría estar en un futuro cercano, para diseñar los pasos que nos permitan ir en la dirección adecuada.

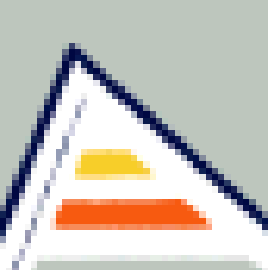
Pero, para que el Plan Estratégico responda a la riqueza y pluralidad de la Universidad de Alicante, es necesario que todos participemos en su elaboración. Con la participación activa, la implicación y la complicidad de toda la comunidad universitaria, conseguiremos trazar las líneas que nos permitan mantener a la Universidad de Alicante en la posición que se merece y anticiparnos al futuro.

DOCUMENTOS APROBADOS

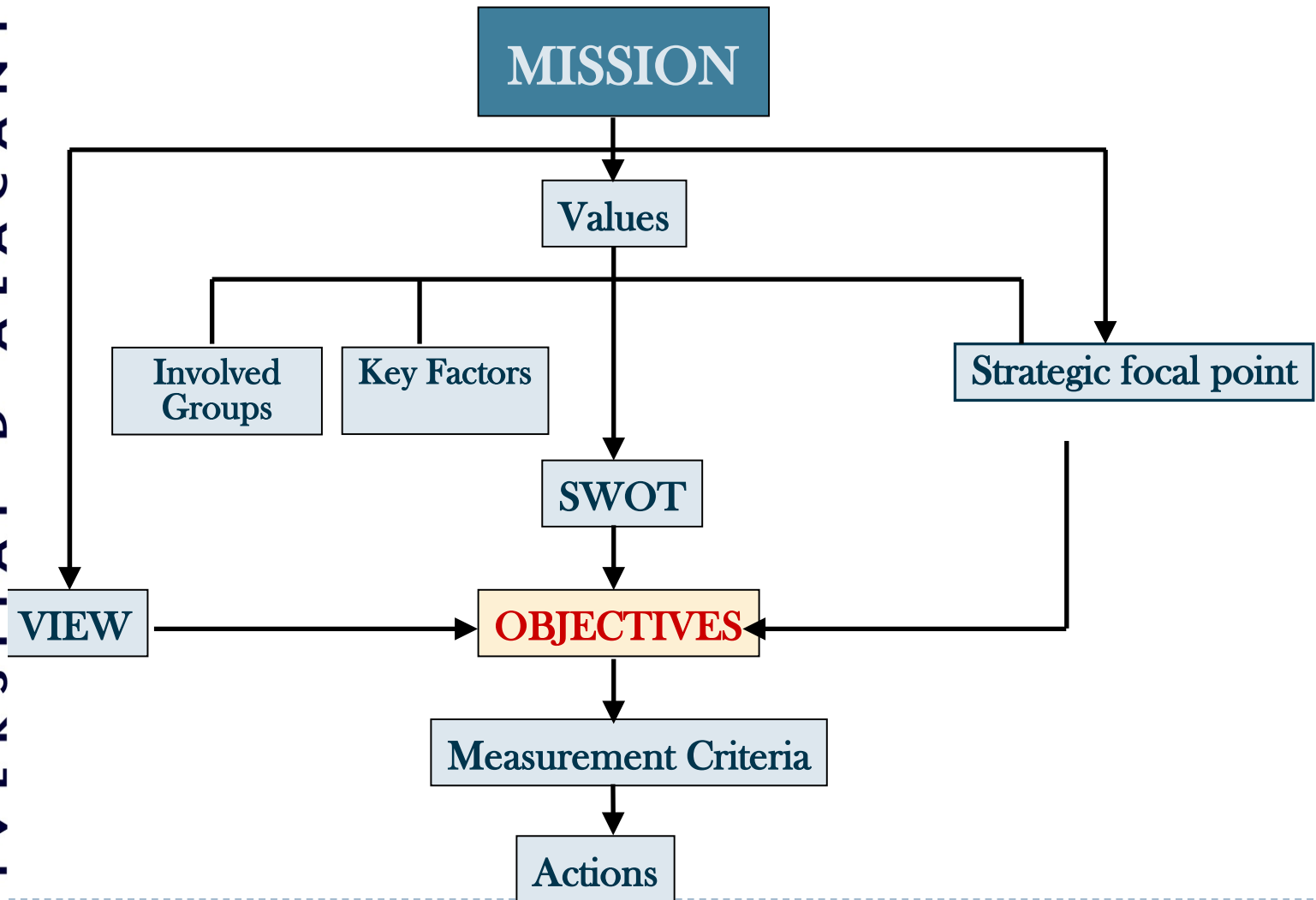
Plan Estratégico de la Universidad de Alicante (Horizonte 2012), presentado al Claustro Universitario el 16 de octubre de 2007.

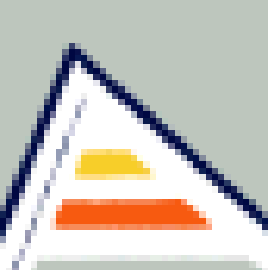
[Descarga el documento](#) 

Marco para el Plan Estratégico de la Universidad de Alicante (Horizonte 2012), aprobado en el Consejo de Gobierno de 28 de febrero de 2007 y publicado en el BOUA de 13 de marzo de 2007.



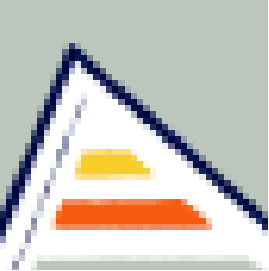
Strategic Planning Model





*The **mission** is the rationale of the University of Alicante, it is what makes the University exist.*

The University of Alicante is a public, dynamic and innovative institution. It has an international scope and a renowned campus with the **MISSION** of giving a complete training to its students and being committed to progress and improving the society, through the creation and knowledge transfer and cultural, scientific and technological development



view

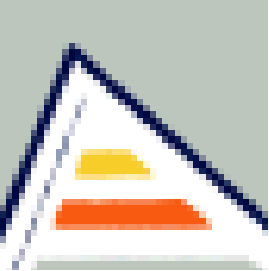
Horizon 2012

It is a **prestigious and internationally respected institution** considered a reference in Alicante and in its social environment.

The **students** are participatory and motivated for self-learning and self-betterment so that those graduated reach a complete training and have positions adequated to their abilities and relevant for the society.

Quality degrees are available, within the frame of ESHE, adapted to the demand and directed to a complete training and a lifelong training that makes easier finding an employment, the flexibility and the mobility.

Basic and applied reasearch is recognised internationally, it is perfectly structured, gives support to the Science Park and creates a high impact in the socioeconomic field.



view

Horizon 2012

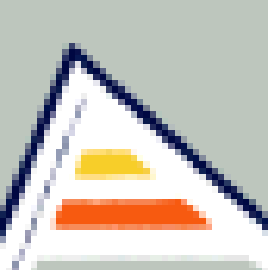
There is a strong, flexible and motivating **human development system** and a strategic planning, as well as a competent and efficient staff, well distributed, organized and completely recognized.

A **strategic management system** has been implemented at all levels, and it is supported by a reliable information system and an adequately organized structure which allow either an efficient and dynamic management and the distribution of resources directed to the performance of strategic objectives.

The fluent **relation with the social agents** projects a positive image and internal communication as an essential instrument for the university community.

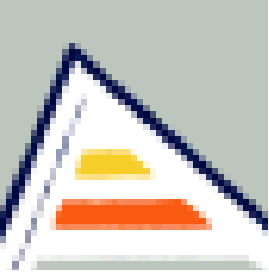
Adequate, sustainable and well-managed services, facilities and spaces are available for the university community, specially those necessary for a complete incorporation to the European Space of Higher Education

A higher number of students and teachers **exchanges** in prestigious universities and research centers are happening. An increase of foreign students and students graduated at cooperation projects has occurred.



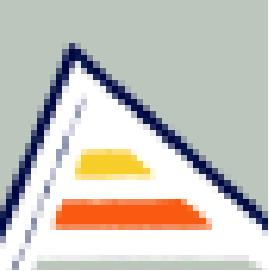
Values are the main guidelines or references that direct the behaviour of the UA.

Quality, social commitment, environmental awareness, cooperation with development, equality, integration, participation, critical thinking, tolerance and transparency.



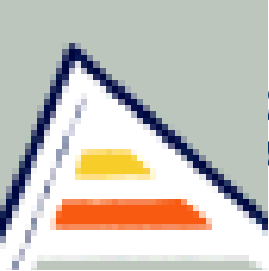
Keys factors are those affecting the performance of the mission and those in which the organization has no direct jurisdiction.

- Population: birthrate, immigration, life expectancy
- Technological and knowledge evolution
- Social evolution: social policy, labor market, training demand, cultural factors, media
- Economic evolution
- Globalization effects
- External funding
- Education, research, european policy
- Competitors: other universities, virtual training, other alternatives for higher education
- Territorial policy



Involved groups

- Students
- Management and services staff
- Teachers
- Staff from involved companies and Foundations of the UA
- Staff from contracts and public utility
- Students from U.P.U.A
- Students and schoolteachers
- Alumni of the University
- Grantholders
- Suppliers
- Sponsors
- Family members of the university community
- Foreign students
- Businessmen
- Financial institutions
- Media
- Visitors
- Political parties
- Unions
- Professional associations
- Government agencies and UA representation
- Other universities
- Foundations
- Science Parks
- Social Councils
- UA retired members
- Non-Governmental Organization
- Students associations
- Neighbors associations
- Cultural and sport association
- Other associations
- Student residences
- Diplomatic representation of the students countries
- Public Administrations with competences that have a bearing on university activities.
- Other users of the facilities of the UA.
- Legislative



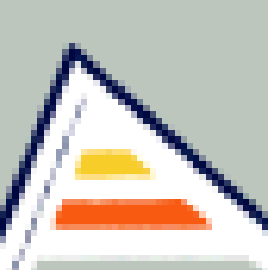
Strategic focal points are those key areas or activities essential for the performance of the mission



MANAGEMENT AND
ORGANIZATION

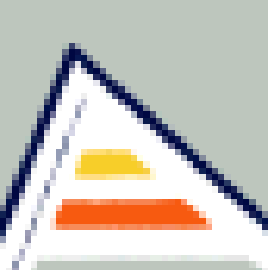


COMMUNICATION AND
SOCIAL SCOPE



Strategic objectives

- ❑ **Human component**
 - 1. To achieve competent, satisfied and efficient staff, implicated with the University values.**
 - 1. To manage in an efficient and effective way the UA human component.**
 - 2. To apply the Integral Development Plan making the most of it in three years.**
 - 2. Make the students share the mission of the University and be active individuals in the performance of the Universities' view.**
 - 1. To achieve the commitment of the students in all university processes through the creation of an attractive environment which facilitates their involvement.**
 - 2. To facilitate the integration of the graduated in the labor market.**

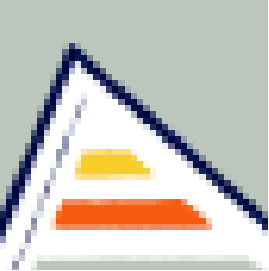


Strategic objectives



Training

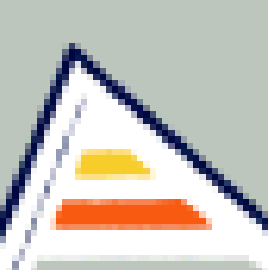
- 1. To reorganize the education sources in the frame of ESHE, taking into account our availability and social demand, and to assure a quality teaching, so that a complete training and study credentials are ensured.**
 - 1. To provide education sources adapted to the demand of the environment and internationally recognised.**
 - 2. To offer a quality training built on the basis of the abilities that the student must learn in order to improve his capacities, increase his academic performance and find an employment easily.**
 - 3. To implement a teaching assessment and accreditation system.**



strategic objectives

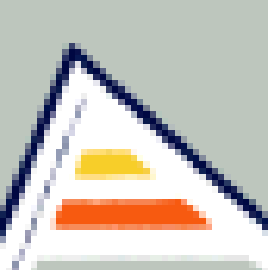
□ RTD

1. To develop a quality, competitive and worldwide reference research.
 1. To get groups and research centers leaders at the most relevant areas with a high internationalization.
 2. To reach a high level of marketing of the research.
2. To achieve high rates at technology development and innovation linked to the University's reference research, through the science park, among other means.
 1. To promote the creation and incorporation of technology companies, coming from the UA research, to the Science Park.
 2. To design and implement new ways of national and transnational technology transfer directed to innovation and linked to market opportunities.
 3. To consolidate the Science Park.
 4. To reach strategic alliances with the companies and institutions.



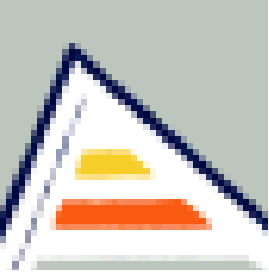
strategic objectives

- ▶ **Management and organization**
 - 1. **To achieve quick and efficient management through the implementation of a strategic management system at all levels and the adaptation of an organizational structure.**
 - 1. **To implement a strategic management system at every level of the organization**
 - 2. **To implement UA structure (government agencies, centers, departments, institutes, management units,...) that allows a quick and efficient management**
 - 3. **To develop a complete information system as a base for the decision-making**
 - 4. **To achieve enough funding and its higher diversification**
 - 5. **To establish an internal allocation system of resources based on the performance of strategic objectives**



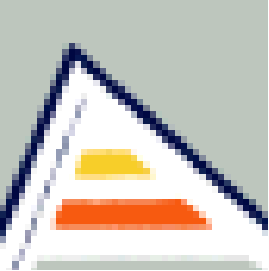
strategic objectives

- ▶ **Infrastructure**
 - 1. To provide areas, infrastructures and adequate services.**
 - 1. To extend the Campus following quality and functional criteria.**
 - 2. To optimize the management of areas, infrastructures and services.**
 - 2. To assure the availability of the ICT as indispensable tools for the provision of services.**
 - 1. To unify and simplify infrastructures and ICT tools**
 - 2. To assure the good use and exploitation of ICT tools.**



strategic objectives

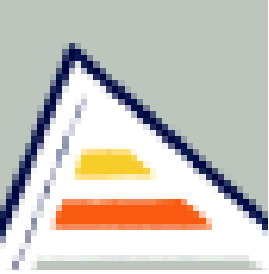
- **Communication and social scope**
 - 1. To achieve that the social environment considers the UA as a quality and excellence reference and that it shares and makes its own the objectives of the University.**
 - 1. To reach a good image of the UA, in particular, in areas strategically selected.**
 - 2. To assure the good relations between the UA and the social agents.**
 - 3. To turn the UA into a cultural and training reference through its university extension activities.**
 - 4. To assure the promotion of the UA in order to attract the best students.**



strategic objectives

□ Communication and social scope

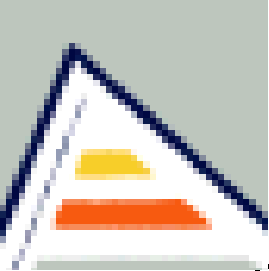
2. To provide an internal, fluent, efficient and positively considered communication, which take into account all the relevant aspects of the whole university community.
 1. To establish communication systems to facilitate and favour the participation and implementation of all the members of the university community.
 2. To achieve acknowledgement of the work of the UA members by making the university community aware of the positive contributions and relevant achievements made by the members.
 3. To assure a transversal coordination between the different entities that constitute and organize the university community.



strategic objectives

► Internationalization

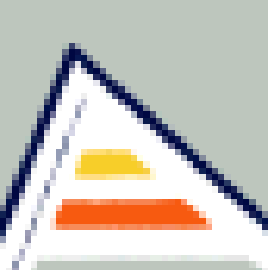
- 1. To consolidate and develop the relations with universities and prestigious research centers and to participate in international programs.**
 - 1. To sign and assure an efficient performance of the international cooperation and culture agreements or teaching or research orientation.**
 - 2. To assure the dissemination of teaching and research programs carried out in the UA.**
 - 3. To reach a high level of exchange and international mobility for the members of the university community through the elaboration of adequate programs.**
- 2. To make sure that the UA cooperation actions have the desired impact on the financial and social development.**
 - 1. To participate in joint training, research, social and cultural activities that benefit less favoured countries.**
 - 2. To implement an opportunity assessment system of the cooperation programs and their financial and social impact.**



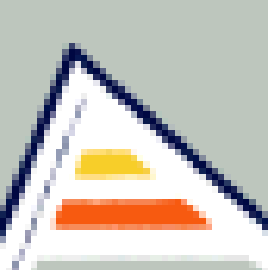
SWOT: Strengths, Weaknesses, Opportunities and Threats



S1. Deeply rooted feeling of <u>memberships</u> and <u>commitments</u> of people with the institution S2. <u>Campus</u> of reference S3. <u>Technology infrastructure</u> at the University service S4. Leading <u>research</u> groups internationally acknowledged S5. Stable relations between the University and the <u>society</u>	O1. <u>Prestige</u> achieved by the University for its cultural leadership and social commitment O2. Future project of a <u>Science Park</u> O3. Positive presence of the UA within the local <u>media</u> O4. Privileged <u>geographic location</u> O5. <u>ESHE</u> for its internationalization and teaching quality
W1. Low rate of assessment, coordination and improvement of <u>teaching</u> W2. Lack of <u>areas</u> and insufficient management for its optimum usage W3. Lack of an adequate Management System of the <u>human component</u> W4. Insufficient <u>integration</u> of the individuals and <u>groups</u> in an institutional project W5. Not very functional <u>organic structure</u>	T1. <u>Competences</u> of other close universities and institutions T2. Foresight of insufficient public <u>funding</u> T3. Lack of a strategic design of <u>education policy</u> in the country T4. Scarce <u>involvement</u> of some <u>society sectors</u> in the UA projects T5. <u>Inflexibility</u> of the <u>rules</u> affecting directly the University sector



STRATEGIC MANAGEMENT PLAN QUALITY TECHNICAL UNIT UNIVERSITY OF ALICANTE

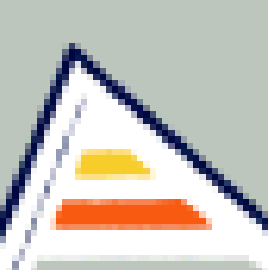


Mission & Values

- ▶ The mission of the Quality Technical Unit is to facilitate the development of quality policies of the University of Alicante in teaching and research and management areas and to support the agents working on those processes directed to the constant improvement of the institution and to favor the creation and diffusion of quality culture among all the members in the university community and to give answers to society.

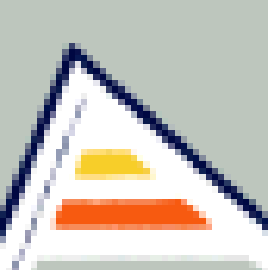
- ▶ **Values**

- **TRANSPARENCY**
 - **SOCIAL RESPONSIBILITY**
 - **EQUALITY**
 - **FLEXIBILITY**
 - **PROFESSIONALISM**
 - **COOPERATION**
-



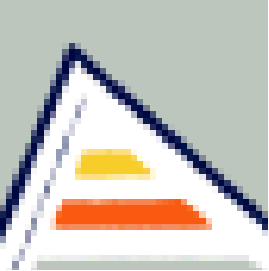
Strategic Issues

- **Management and Organization**
- **Human factor**
- **Information and Commercialization System**
- **Internal quality assurance system**
- **Assessment and external acknowledgment**



SWOT ANALYSIS

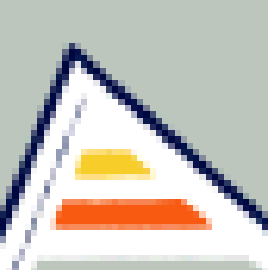
STRENGTHS S1. Human factor S2. Available resources S3. Implication and motivation of the staff S4. A quick and efficient answer to the university community demands S5. Technological development	OPPORTUNITIES O1.Importance of quality assurance in the EHEA O2. Extension of assessment and acknowledgment processes O3. Existence of interuniversity cooperation forums O4. Access to knowledge O5. Different funding depending on the results
WEAKNESSES W1. Lack of a proper information system W2. Lack of procedures and registers definition W3. Lack of an adequate specific training regarding quality W4. Lack of either an internal or an external communication plan W5. Lack of an appropriate organizational structure	THREATS T1. Constant changes of regulations T2. Non-defined criteria T3. Lack of a Strategic Plan in the UA T4. Lack of coordination among the different units and the UA services T5. Poor quality culture within the university community



Vision

The vision of the Quality Technical Unit is to be a reference in the quality improvement process of the University of Alicante by giving an efficient service and direct it to satisfy the university community needs in this field.

This is why an internal quality assurance system has been introduced and has made possible the running of the mechanisms that allows to define and to introduce constant improvement actions in all the institution's areas. Besides, there has been a contribution to the coordination and impulse of European harmonization process.



Strategic Objectives

MANAGEMENT AND ORGANIZATION

To define and introduce a management structure and a strategic and participative management which, together with the processes management, facilitates the adaptation to everyday needs and the effective and responsible performance of the Technical Unit members.

THE HUMAN FACTOR

To develop a management system of the human factor which makes humans the main element of management by encouraging the assumption of tasks for competences and quality management training and the commitment and the efficiency during the performance of their functions.

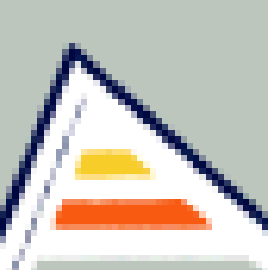
Strategic Objectives

INFORMATION AND COMMERCIALIZATION SYSTEM

To design and to implement together with other units, an information system for the UA that allows us to identify relevant information and to standardize the access through the necessary instrument panel and indicators in order to facilitate management and results contrasting. To develop dynamic communication channels with companies and institutions and society in general to gather new needs and contributions and to give answers, as well as to perceive the quality levels achieved.

INTERNAL QUALITY ASSURANCE SYSTEM

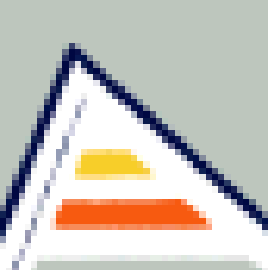
To design and implement and manage an internal quality assurance which allows the UA to be the first responsible for guaranteeing a good quality levels in the programs and services offered through control processes and a constant improvement.



Strategic Objectives

EXTERNAL ASSESSMENT AND ACKNOWLEDGEMENT

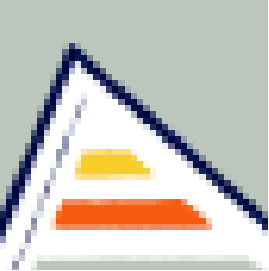
To define and implement the actions and procedures required to turn the UTC into the technical element that facilitates and coordinates and supports external assessment and acknowledgement processes for a future integration in the European Higher Education Area (EHEA)



Measurement Criteria (example)

MANAGEMENT AND ORGANIZATION

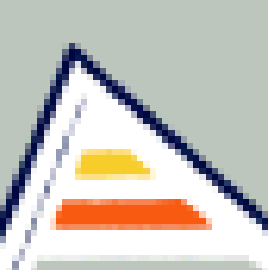
Indicator	Objective value
Strategic Plan development rate	100%
Implementation of UTC Quality Service Chart	Yes
Existence of a processes map	Yes
Percentage of processes with defined indicators	100%
Strategic objectives with a satisfactory performance evaluation	80%
Results obtained in the surveys to measure participation and leadership	$\geq 5/7$
Existence of a users satisfaction measurement system and of suggestions and complaints and congratulations	Yes
Implementation of the UTC standardized report	Yes



Actions (example)

MANAGEMENT AND ORGANIZATION

- To establish the management strategic plan monitoring mechanisms and to carry out annual monitoring reports.
- To work out a quality service chart.
- To establish a methodology and mechanisms for the UA processes analysis and the creation of a procedure manual.
- To work out UTC processes map.
- To document key processes and related indicators.
- To set annual goals.
- To work out and carry out periodically UTC user's satisfaction surveys.
- To work out and carry out surveys to know how implemented are participative management and UTC leadership.
- To establish a procedure that guarantees the right processing of claims and complaints.
- To work out a standardized model of annual report for all the services in the UA.
- To work out a standardized model of management annual report.



Thanks for your attention
