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	PC 1.2 STRATEGIC PLANNING	

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1. OBJECT

Establish how the Strategic Plan is developed, approved, communicated and implemented, as well as how it is monitored, reported and updated.

The Strategic Plan is a programme of action that contains the objectives and the steps to be taken to achieve them for the whole of the Universidad Europea de Valencia, for each of its centres and for each of its Degrees.

2. SCOPE

The scope of this procedure is the entire Universidad Europea de Valencia (hereinafter referred to as the University).

It impacts the institution as a whole and each of its institutions, employees and qualifications.

3. REFERENCES

- Mission, Vision and Values of the University
- Quality Policy
- Strategic Quality Plan

4. DEVELOPMENT OF THE PROCESS

4.1 University Strategic Plan


For its elaboration, the current needs of the professional world are identified and analysed, as well as the main trends in the framework of higher education both nationally and internationally, as well as the vision of the University.

In line with the Mission, positioning, normative, differentiation and *benchmark* studies are carried out, which allow the identification of innovations and the enhancement of the value of the academic proposal.

This Plan is drawn up with the participation of the different Departments and is ultimately passed on to the University staff through the assigned objectives, which are evidenced in the corresponding performance assessment.

The development and review of the strategy involves the University's senior management.

For the implementation of the Plan, the main lines of action and the strategy to be followed at the micro level are identified and transferred to the different functional Fields for their development.

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The implementation of the strategy is aligned with the design of the training offer and the assessment of academic performance.


Assessment of academic performance is carried out periodically on the basis of the analysis of performance, satisfaction and research indicators, as well as through other mechanisms by means of which the smaller units in which the Plan is deployed can make proposals for improvement. These mechanisms are:

- Academic Council, which is made up of the highest representatives of the University such as the Vice-Chancellor, Vice-Chancellors, and Secretary General, the Centres (Heads of Faculties and Heads of Schools) and other academic heads where applicable.
- Board, made up of the organisation's leaders.
- Faculty/School Board: This mechanism makes it possible to deal with cross-curricular issues at the centre, making it possible to align the issues that affect the training programmes with the decisions taken at higher levels. This mechanism is developed in procedure PC 4.2 Horizontal and Vertical Coordination.
- Centre Quality Committee: Centre coordination meetings with all the cross-curricular fields that form part of the Quality System, in order to share centre's global improvement plan and its monitoring, as well the results of the areas involved, transferring cross-curricular aspects with an impact on the quality of the educational offer. Meetings led by the Head of each centre. This mechanism is described in CP 12.2 Analysis and Improvement.
- Degree Quality Committee: The aim of these meetings is to analyse, review and improve each of the programmes as a whole, with the Degree's stakeholders taking part. They are held at the beginning and end of the academic year, with the possibility of an intermediate follow-up meeting if necessary. The programme as a whole is examined, as well as compliance with what is set out in its current Report. The functioning of the CCT-CEATs is described in procedure PC 12.2 Analysis and Improvement.

4.2 Strategic Plan of the Centre

The Vice-Chancellor requests the preparation of a Strategic Plan from each of the Heads of each Centre, who will form an *ad-hoc* working group made up of members of the academic Management Board of the centre, to draw up this Plan.

In the School of Doctoral Studies and Research, the Strategic Plan is called the Research Plan and for its preparation a group is constituted the members of PhD Academic Committee and the academic Field of all the centres.

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Diagnosis for the elaboration of the Centre's Strategic Plan

Centre's strategy and planning processes begin with a diagnosis of the opportunities and trends in the environment provided by the Marketing Department (trend studies, market analysis, etc.), as well as the aspects detected in audits and the *inputs* provided by the Centre's different interest groups (students, teaching staff, non-teaching staff, Alumni, employers, collaborators and experts in the areas of knowledge).

On the basis of this information, and once the University's objectives have been defined, the Centre establishes its strategic objectives and action plans, which are set out in the Centre's Plan.


Strategic planning will be carried out on the basis of the following criteria:

- Centre results (academic and performance indicators and satisfaction data).
Information provided by the Quality Assurance Team.
- Qualitative feedback from students (meetings with delegates) and teachers (Department meetings).
- The search for non-prescriptive institutional and programme recognitions and accreditations, responding to a strategy aimed at providing differentiating elements to our Academic approach and our institutional management system.
- Centre improvement plans.
- Internal Audit Reports.
- Strategic objectives of the University provided by the Head of Centre.
- Trend analysis of university education and the professional world.
- Mission of the European University of Valencia.
- Possible guidelines set by the Management Board on the University's strategy.
- Quality Policy of the Universidad Europea de Valencia.
- Opinion of the school's academic Management Board, which will present the information it considers relevant to describe the current situation of the educational offer, as well as its vision of the school in the medium and long term.
- Opinion of Students' Representative Council and Alumni.
- Opinions of companies and institutions considered relevant.

Contents of the Centre's Strategic Plan

The Centre's Strategic Plan will contain:

- Diagnosis/description of the current situation.
- Definition of the desired future scenario, as part of a longer-term vision.
- Strategic axes to identify the main lines of action of the plan.
- Identification of the specific objectives in the different strategic axes, the actions to achieve them and their planning.

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- Identification of the human, financial and material resources needed to carry out the actions.
- Indicators to monitor actions and the degree achievement of objectives.
- Strategy for plan validation and reporting to relevant stakeholders.

The draft of the Centre's Strategic Plan will be communicated to stakeholders, whose comments, if any, may lead to appropriate modifications of the draft.

Pass and entry into force of the Centre's Strategic Plan

The draft of the Centre's Strategic Plan will be submitted to the Management Board/Governing Board for approval, if appropriate, or for comments for improvement and resubmission, until it is finally approved.

Whenever changes are made to the Centre's Strategic Plan as a result of indications received by the Management Board/Governing Council, the new Plan will be resubmitted to the Centre, as indicated in the previous section.

Once approved by the Management Board / Academic Council, the Plan automatically comes into force.

Monitoring and updating of the Centre's Strategic Plan

After its entry into force and on a schedule, the Plan is monitored and reviewed by the academic heads of the centre, analysing its degree of compliance and also in case it needs to be updated. Any deviations observed will give rise to the necessary corrective actions.

The Head of Centre reports periodically to the Vice-Chancellor's Office and the Management Board on the degree of compliance with the Plan, with specialization in any deviations and corrective actions taken.

Any substantial modifications proposed to the Pass Plan must be ratified by the Management Board/Governance Council.


Implementation of the Strategic Plan of the Centre for each Degree

Once the Centre's Strategic Plan has been Passed, the main lines of the specific plans that apply to each of the Degrees are implemented through the different meetings that take place in the Centre, in the Degree Quality Commissions (CCT) and in the different vertical and horizontal coordination meetings.

Communication Channels used in each Centre to convey Strategic Planning

The Centre communicates the content of the Plan through the following means:

- Teaching staff
- Field meetings

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- Website
- Delegates' meetings

Communication of the Plan between the Centre and other Departments, faculties or interest groups is carried out by the Centre Field Managers.

5. SPECIFICITIES PER CENTRE

School of Architecture and Polytechnic School

Not applicable

Faculty of Social Sciences

Not applicable

Faculty of Health Sciences


Not applicable

School of Doctoral Studies and Research

Not applicable

6. RECORDS

NAME	CUSTODIAN
Minutes of the meetings of the Strategic Plan drafting group	Head of Centre
Strategic Plan of the Centre	Head of Centre
Minutes of faculty board meetings dealing with monitoring and assessment of the Strategic Plan	Head of Centre
Minutes of Department/teaching staff meetings communicating the Strategic Plan	Director of the Department
Minutes of Delegates' meetings communicating the Strategic Plan	Heads of Centre
Centre Improvement Plan	Head of Centre
Centre Indicator Sheet	Quality Assurance Team

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7. MONITORING AND MEASUREMENT

The monitoring of this procedure is carried out by the Heads of each Centre through the periodic review of their strategic plans and the actions that comprise them. The plans can be updated and modified if necessary, and must shared again with the University's governing bodies.


Indicators do not apply.

8. RESPONSIBILITIES

RESPONSIBLE	TASK DESCRIPTION
Vice-Chancellor	Request the elaboration of the Strategic Plan of each Centre.
Management Board/Governing Council	Pass/change in each Centre's Strategic Plan
Head of Centre	Developing the Centre's action plan Ensuring communication of the Strategic Plan
Centre Field Managers	Participate in the elaboration of the Strategic Plan for their Field. Communicating the Strategic Plan in your Field, and in other centres or departments
Head of Department	Identify and secure the human, financial and material resources necessary for the planned actions. Translate the Centre's Strategic Plan to the staff of their Department, through the objectives assigned in their performance assessment.
Quality Assurance Team	Create a Centre Indicator Sheet

9. STAKEHOLDERS AND ACCOUNTABILITY

The Head of the Centre ensures the communication of the plan within their Field through the teaching staff, meetings with delegates, various area meetings and through the website. They inform the University's Management Board of any substantial modifications to the Plan, as well as its monitoring and periodic review.

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10. EXCHANGE CONTROL

EDITION	DATE	REASON FOR AMENDMENT
01	12/12/2012	Initial version: Identification of the process in the organisation and elaboration of the procedure.
02	30/05/2016	Updating of the Internal Assurance System Manual for the Quality
03	25/04/2018	Updating the Internal Quality Assurance System Manual
04	29/10/2021	IQAS update
05	13/05/2022	Replacement of the term "guarantee" by "assurance". in line with the new AUDIT model (2018 version) and "PGC" for "PC".
06	08/01/2024	Updating the process

11. ANNEXES

Not applicable