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MODIFICATIONS			
EDITION	DATE	REASON FOR MODIFICATION	PAGES
01	06/05/2015	INITIAL VERSION at SGIC level II	
02	09/10/2016	Modification and updating of content	All
03	30/11/2018	New structure of the School of Architecture, Engineering and Design. Procedural changes	All
07	07/05/2019	Unification of SGIC I and II	All
08	28/04/2021	Update of content, and change of Quality	All
Approved by:		Approved by:	Approved by:
Olga Castelao Director of Academic Quality and Compliance Date: 28/04/2021		Eva Icarán Vice-Rector for Teaching Staff and Research Date: 28/04/2021	Elena Gazapo Rector Date: 28/04/2021

PURPOSE

The Strategic Plan is a programme that defines objectives and the steps that need to be taken in order to achieve those objectives for the whole of Universidad Europea de Madrid, and for each of the faculties/schools and their degree programmes.

The purpose of this procedure is to establish how the Strategic Plan will be developed, approved, communicated and implemented, as well as to determine how it will be monitored, reported and updated.

SCOPE

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This procedure covers the whole of Universidad Europea de Madrid. It impacts the Institution as a whole, and each one of the Centres, their employees and their degree programmes.

RELATED DOCUMENTATION

- The UEM Mission, Vision and Values
- Quality Policy
- 3YP
- Strategic Quality Plan
- PGC 4.2 Horizontal and vertical coordination
- PGC 8.5 Performance Management
- PGG 12.2 System Review and Documentary Control
- IT01-PGC6.1-Definition and Strategy for the School of Doctoral Studies and Research

PROCESS DEVELOPMENT

Drafting of the University Strategic Plan

The current needs of the professional world are identified and analysed, together with the key trends in the national and international higher education framework.

In keeping with the mission, positioning, regulatory, differentiation and benchmarking studies are carried out, enabling innovations to be pinpointed, and the value of the academic proposal to be enhanced.


All departments participate in the drafting of the plan, which is then communicated to university staff in the form of assigned objectives, as evidenced in the corresponding performance assessment.

Universidad Europea de Madrid's senior management is involved in the development and review of the strategy.

The objectives defined are incorporated into the University's 3-Year Plan, which includes a review of the previous year's objectives and a projection for the next 3 years. In this way, the University's performance is evaluated, and possible deviations from forecasts made are analysed.

In terms of the implementation of the plan, the main lines of action are identified together with the strategy to be followed at the micro level, and this is communicated to the different departments who will put it into practice. Strategy implementation is aligned with the Process Map, which includes among its strategic processes the definition of the Strategic Plan, budget planning and course design, as well as assessment by stakeholder groups and the evaluation of results. Performance assessment is carried out periodically, and is based on an analysis of performance, satisfaction and research indicators, together with other mechanisms that are used to permit the smaller units involved in the implementation of the Plan to put forward improvement proposals. These mechanisms are:

- The Academic Council, which comprises the heads of centre (faculty deans and school directors), and others in academic management positions such as the Rector, vice-rectors, the University Ombudsman and the Secretary General.
- The Management Committee, comprising the leaders of the organisation.
- Faculty/School Board, made up of the Dean, the Directors of Undergraduate/Postgraduate Studies, Departmental Directors.

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- The Degree Quality Committee, made up of the Vice-Dean, the Directors of Undergraduate and Postgraduate Studies, the Department Director, the Degree Programme Coordinator, professors, students, the Academic Coordinator, Quality, and the Academic Director.

Drafting of the Centre's Strategic Plan

At the request of the Rector, a Strategic Plan is drawn up by each of the deans/directors of the faculties and schools who then form an ad-hoc work group to develop that Plan.


Analysis for the Development of the Centre's Strategic Plan

The Faculty/School's strategy and planning processes start off with an analysis of opportunities and trends (information supplied by the Marketing Department - trend studies, market analysis etc.), and of the improvement aims identified by a specific analysis of each degree programme: Degree Quality Committees (CCT), recommendations stemming from the monitoring and renewal of accreditation processes, audits, and inputs from the different Faculty/School stakeholder groups (students, professors, administrative and service staff, graduates, employers, collaborators, and experts in different fields of knowledge).

Once the University's objectives have been defined, based on this information the Faculty/School establishes its own strategic objectives and action plans, which will be set out in the Faculty/School Plan.

Strategic planning will be based on the following criteria:

- Degree results (performance and satisfaction). *Degree indicator sheet* and information provided by the Quality Management and Academic Compliance Department
 - Qualitative information from students (meetings with student representatives) and teaching staff (department meetings)
 - Results of the different national and international monitoring and accreditation renewal processes. Monitoring and Accreditation Renewal Reports and/or International Accreditation Assessment Reports.
 - The search for non-prescriptive institutional and programmatic recognition and accreditation. It responds to a strategy aimed at adding elements that set our academic model and institutional management system apart, generating greater confidence and prestige both within the university community and in society in general. One of the objectives of the quality policy that underpins University strategy is to "obtain institutional and programmatic recognitions and certifications, both national and international". This includes the assessment, monitoring and review of these recognitions in order to maintain an optimal and adequate portfolio for the University that is in alignment with its Mission.
 - Degree programme improvement plans
 - Internal Audits *Internal Audit Reports*
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- University strategic objectives as provided by the Dean/director of the Faculty/School.
 - Analysis of trends in university education and the professional world
 - Mission of Universidad Europea de Madrid

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- Possible guidelines provided by the Management Committee on UEM strategy
- Quality Policy of Universidad Europea de Madrid
- *3 Year Plan*
- Opinion of the School or Faculty Board, which will present the information it considers relevant to describe the current situation of course provision, as well as its medium and long term vision for the Centre.
- Opinion of the Student Government and alumni.
- Opinion of companies and institutions considered to be relevant.

Content of the Centre's Strategic Plan

As a minimum, the Centre's Strategic Plan will include the following sections:

- Analysis of the current situation: description of the current situation, including an analysis of the centre's strengths and weaknesses, as well as the opportunities and threats presented by the market, especially from competitor universities.
- Definition of the desired future scenario: description of the desired future in about 3 years' time (as part of a longer-term vision).
- Strategic pillars: identification of the main lines of action included in the plan, in order to facilitate the identification of appropriate actions and their subsequent development.
- Objectives and actions: identification of the specific objectives for particular strategic pillars, definition and planning of the actions needed to achieve them, including the timeframe involved.
- Necessary resources: identification of the human, financial and material resources needed to carry out the actions planned.
- Indicators: enabling the adequate monitoring of progress made, and the degree to which the objectives of the plan have been met.
- Validation and reporting: definition of the plan's validation strategy, including a system for reporting back to the relevant stakeholder groups.

Once drawn up, the draft of the Centre's Strategic Plan will be communicated to stakeholder groups, whose observations (if any) may lead to the modification of the draft Plan and if necessary its resubmission to the Centre.


Approval of the Centre's Strategic Plan

The draft of the Centre's Strategic Plan will either be submitted to the Management Committee/Academic Council for approval if appropriate, or feedback will be collected with regard to possible further improvements and the subsequent resubmission of the document until it is finally approved.

Whenever changes are made to the Centre's Strategic Plan as a result of feedback received from the Management Committee/Academic Council, the new Plan will be resubmitted to the Centre in advance, as indicated above.

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

Once approved by the Management Committee/Academic Council, the Strategic Plan will

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automatically come into effect, and will be communicated to faculty and students.

Monitoring and Update of the Centre's Strategic Plan

Once in force, an analysis of the progress and degree of compliance with the Strategic Plan will be conducted at the Centre once a term. When shortcomings are observed, the necessary corrective measures will be taken.

Each term, the Dean of Faculty or Head of School will report to the Rector on the progress and degree of compliance with the Plan, making special mention of any shortcomings that may have arisen and the corrective measures to be adopted as a consequence. A report will also be made on the progress and degree of compliance with the Strategic Plan to the Management Committee every twelve months. The Centre's Strategic Plan will be reviewed annually by a committee created for this purpose by the Dean of Faculty/Director of School in case it needs to be updated as a result of changes in the University and/or in the market.

Any substantial modification proposed to the approved Plan must be ratified by the Management Committee and/or the Academic Council.

Implementation of the Centres' Strategic Plans in each degree programme

Once the Faculty/School Plan has been approved, the main strands of the specific plans applicable to each of the degrees are implemented via the different meetings held within the Faculty/School and by the Degree Quality Committees (CCTs), as described in procedure PGC12.2 "System Review and Documentary Control", as well as through the other vertical and horizontal coordination meetings.

Communication channels used by Centres to convey strategic planning information

The communication channels used within the Faculty to convey the content of the plan are:

- Staff meetings
- Departmental meetings
- Degree programme/course syllabus meetings
- The website includes a calendar detailing the key actions to be carried out over the course of the academic year.
- Where a faculty website is available, the faculty's activities website communicates activities corresponding to the faculty plan's academic model


The channels of communication for conveying the content of the plan to students are:

- Meetings of representatives
- Student calendar through which activities corresponding to the academic model are communicated.
- Communication of the plan between the faculty and other departments, such as the Office of the Vice-Rector, and with other faculties or stakeholder groups, will be handled by the vice-deans or deputy directors of each of the faculties/schools.

SPECIFICS BY CENTRE

School of Architecture, Engineering and Design.

N/A

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Faculty of Sports Sciences

N/A

Faculty of Social Sciences and Communication

N/A

Faculty of Biomedical and Health Sciences


N/A

School of Doctoral Studies and Research

IT01-PGC6.1-Definition and Strategy for the School of Doctoral Studies and Research

RECORDS (evidence)

RECORDS		
RECORD NAME	CONTROLLER	LOCATION
Minutes of group meetings Strategic Plan Developer	School Director/Faculty Dean	Sharepoint. Faculty Folder/Academic year/Faculty Board/Faculty Strategic Plan
Faculty/School Strategic Plan	School Director/Faculty Dean	Sharepoint. Faculty Folder/Academic year/Faculty Board/Faculty Strategic Plan
Faculty Board meetings dealing with the monitoring and assessment of the Plan.	School Director/Faculty Dean	Sharepoint. Faculty Folder/Academic year/Faculty Board/Faculty Board Minutes
Faculty/School Organigram	Human Resources Manager	HR Department/Intranet
Degree programme improvement plans	Head of degree programme	Sharepoint. Faculty Folder/Academic year/Degree Programme/Degree Category/Improvement Plan
Undergraduate Studies Department Meeting Minutes	Department Director	Sharepoint. Faculty Folder/Academic year/Degree Programme/Vertical Coordination
Minutes of General Coordination Meeting: Postgraduate Studies	Department Director	Sharepoint. Faculty Folder/Academic year/Degree Programme/Vertical Coordination
CCT Meeting Minutes	Vice-Dean of Faculty/Director of Postgraduate Studies/Faculty Director/Deputy Director of School/Degree Coordinator	Sharepoint. Faculty Folder/Academic year/Degree Programme/Degree Category/CCT
Degree Indicator Sheet	Q Partner	Sharepoint. Faculty Folder/Academic year/Degree Programme/Degree Category/CCT

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INDICATORS

IND01-PGC1.2 Annual completion percentage for actions contained in the Strategic Plan

RESPONSIBILITIES

Management Committee

Approve or suggest changes to the Strategic Plan for each Centre

Rector

Request the drafting of the Strategic Plan of each Centre.

Faculty Deans/School Directors:

Compile and develop Faculty/School Action Plans

Ensure the proper communication of the Faculty/School Plan.

Vice-Dean, Director (Undergraduate/Postgraduate Studies) and Deputy Director

Participate in the drafting of the Strategic Plan for their department

Communicate the Strategic Plan within the Faculty/School

Convene and attend the meetings of the Degree Quality Committee

Analysis of the satisfaction and performance data for their areas

Ensure the quality processes of the Faculty/School in each of their departments

Lead the Degree Quality Committee meetings (bachelor's and master's) and approve the improvement plans

Department Director

Participate in the drafting of the Strategic Plan for each Faculty/School

Identify and secure the necessary human, financial and material resources needed to carry out the actions planned.

Communicate the Faculty/School's Strategic Plan to the departmental staff through the objectives assigned in their performance assessments.

Degree Coordinator/Postgraduate Programme Director


Collaborate on the Action Plan for each degree programme

Record the minutes of the Degree Quality Committees on the corresponding Sharepoint.

Academic Quality and Compliance Department

Provide data for the drafting of the Strategic Plan

Participate in the Quality Committees for each degree programme

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ANNEXES

N/A