Strategic map

Strategic Plan 2022-2025

The UOC has identified 12 strategic challenges that it must face in the coming years, challenges that range across 5 areas.

Be UOC
Collaborative governance, viability and digital transformation

Economic sustainability
Prepare 5-year financial projections

Consolidate the UOC's activities outside Catalonia, with a varied portfolio of priority territories and country/region plans

Consolidate the UOC Corporate and UOC X strategies to increase market position and share

Continue measures to streamline the portfolio, improve margins, reduce dropouts and CRA

Develop and implement a strategy to attract public and private funding

Reputation and positioning
Define and implement a strategy and campaign to enhance the UOC's reputation and position in priority territories

Implement the UOC portal transformation project and the international SEO strategy

Implement the transformation plan for UOC offices in Spain and LATAM

Continue to implement the global content plan

Define and implement a strategy to improve positions in rankings

Implement the brand tracker project to measure the impact of all actions related to improving positioning and reputation

New way of working
Define the new open work model

Facilitate the implementation of open work

Define a new leadership model and a new dictionary of competencies for UOC staff

Redesign the PID executive training programme based on the new leadership model

Digital skills training plan for staff

Define the decision-making model

UOC talent
Employer branding project

Talent management projects

Learning management system for staff project

Health and well-being project

Update research staff policy

Digitalization and efficiency
Efficiency project

E-administration project

Redefine and digitalize relevant processes by area

Robotize processes

Next UOC
Promotion of educational flexibility and cross-disciplinarity

Personalization in the UOC's educational model
Identify and specify personalization factors in the UOC's educational model

Define personalization and incorporate it by enabling technological functionalities and advanced use of data systems

Roll out digital assessment

Disseminate the educational model personalization indicators established (relating to the impact on reputation, student satisfaction, and higher quality teaching) and prepare a plan for announcing the results

Forecasting educational trends and creating new programmes
Identify information sources for monitoring market trends and demands, and decide how to coordinate, govern and combine them into a unified source, in order to identify future educational needs

Review processes linked to defining and revising new and existing programmes to enable more flexibility and agility

Identify programmes' standout innovations to bring them closer to needs in the world of work

Harmonization of knowledge areas across teaching and research
Compare the UOC's research map with the learning programmes most in demand

Incentivize research in the knowledge areas of the learning programmes most in demand

Encourage the transfer of research to the leaning areas most in demand

Adjunct instructor recruitment
Define the role, profile and hiring conditions of new adjunct instructors and consolidate this new role

Redefine the range of teaching roles and figures to accommodate the role of adjunct instructor, reinforce the UOC's teaching structure and respond to the new regulatory framework

Improve and make more scalable the recruitment processes for adjunct instructors and affiliated teaching staff to ensure coverage of needs, diversity of profiles and recruitment of talent

Based on needs arising from the evolution of the educational model and the types of learning programmes, identify changes and improvements to be introduced in the tasks and organization of teaching staff so the needs can be met with the highest levels of quality

Quality and new data culture
Consolidate the internal quality assurance system in the framework of institutional accreditation

Expand the quality system to cover all the organization's processes

Develop staff talent in the field of data

Develop the data governance model

Deploy the new institutional repository and build valuable services on it

---

Global UOC
A strong commitment to a global UOC with more societal impact that contributes to the 2030 Agenda

Global and social UOC
Roll out the plan for digital transformation in the education sector

Reinforce the internationalization of the UOC (in terms of its teaching, research and administration) and provide monitoring tools (scorecard)

Roll out the introduction of the global ethical commitment cross-disciplinary competency in all programmes and classroom content

Increase the proportion of global learning resources

Promote changes at the UOC and in university systems to fulfil the 2030 Agenda

Equality
Identify underrepresented groups for whom the UOC wants to ensure access and launch positive discrimination actions for each of them

Launch initiatives for equal access to UOC learning programmes

Launch initiatives for graduate equality at the UOC

Continue with the roll-out of the Gender Equality Plan 2020-2024

Produce and implement an action plan for UOC collaboration with the voluntary sector

Open knowledge
Continue with the roll-out of the open knowledge Plan

Reinforce actions that raise the profile of the UOC as a university committed to open knowledge

Incorporate the DORA principles into the UOC's academic assessment processes

Roll out specific open knowledge training for all UOC staff

Produce and implement internal and external action plans for the Hac Te initiative (the UOC as a hub for open knowledge in art, science and technology)

Environmental sustainability
Develop and implement the UOC's environmental sustainability plan, implementing actions to mitigate and adapt to climate change

Reduce the UOC's annual CO_2 emissions and report on them transparently

Review learning programmes that integrate a sustainability perspective and implement them again

Promote research on sustainability, climate change and related fields

Hold climate awareness and action activities for the UOC community

---

UOC Ecosystem
Increasing competitiveness and employability

Continuing education
Periodically review the range of continuing education to improve its adaptation to the needs of companies in key sectors and institutions in each territory, and to facilitate access to training for professionals

Enhance collaborations with organizations in each territory to promote on-the-job training

Employment and entrepreneurship
Encourage entrepreneurial culture among students through initiatives that foster entrepreneurship

Promote career guidance for students and their entry into the workforce

Promote research and development in new methodologies relating to employment and entrepreneurship

Provide the different knowledge areas with regular updates on job market developments

Promote the exchange of knowledge with companies and institutions on the challenges of the world of work

Design and implement an application for individual design of a career path

Corporate ties
Implement monitoring tools including B2B CRM

Design and implement a plan for corporate ties and ties with the UOC community, establishing shared criteria for measuring organizations' and alumni's ties (involvement and commitment) with the UOC

Produce a map of the UOC's current alliances to identify opportunities

Innovative ecosystem
Define, search for funding and implement the 2022-2025 transfer programme

Develop a plan to foster collaboration between agents in the entrepreneurial ecosystem and the UOC community

Develop a programme of training, outreach and dissemination actions to foster the culture of innovation in the UOC community

---

UOC Insight
Fostering transformative, high quality research

Transdisciplinarity
Define cross-disciplinary research challenges that can connect the lines of different research groups and knowledge areas

Promote a programme of incentives for interdisciplinary research

Implement the eLearning Research, eHealth Center and IN3 plans

Progress in research assessment
Promote training in impactful narratives as a better alternative for assessing the impact of research

Define and structure the research assessment process, focused on group and institutional assessment (in accordance with DORA)

Research ecosystem governance
Structure the governance of the ecosystem and promote the R&I hub

Promote external scientific communication in the context of the ecosystem

Increase the professionalism of support for research

Establish the coordination and management of experimental laboratories

Intensification and collaboration
Define the research intensification strategy for teaching staff

Attract emerging talent by means of new collaborations between established researchers and researchers aspiring to PI positions

Generate alliances with different centres and laboratories to conduct cutting-edge research