

2022 - 2025

Strategic Plan

Horizon 2030



UNIVERSITAS
Miguel Hernández





This plan was approved in ordinary session of the Executive Board at the Miguel Hernández University of Elche on June 28, 2022 (COGO Agreement 2022/07.178)

1.

Presentation Pp. 4

2.

The UMH Today, The UMH of the Future Pp. 5

- 2.1. The UMH Today
- 2.2. The UMH of the Future

3.

Mission, Vision and Values of the UMH Pp. 10

- 3.1. Mission
- 3.2. Vision
- 3.3. Values

4.

Fundamentals of the Strategic Plan Pp. 14

- 4.1. Why a Strategic Plan and for Whom?
- 4.2. Building Blocks of the Strategic Plan
- 4.3. Structure of the Strategic Plan

5.

Strategic Pillars, Objectives, and Lines Pp. 20

- Pillar 1. Training for the Future and Well-being of Students
- Pillar 2. Research Excellence and Democratization of Knowledge
- Pillar 3. Contribution of Value to Society
- Pillar 4. Social Responsibility and Quality in Governance and Management

6.

Addenda Pp. 28

- Addendum 1. Methodology in the Preparation of the Strategic Plan
- Addendum 2. Actions of the Strategic Plan
- Pillar 1. Training for the Future and Well-being of Students
- Pillar 2. Research Excellence and Democratization of Knowledge
- Pillar 3. Contribution of Value to Society
- Pillar 4. Social Responsibility and Quality in Governance and Management

TABLE OF CONTENTS

UMH Strategic Plan

PRESENTATION

The 2022-2025 Strategic Plan for the Miguel Hernández University of Elche (UMH) highlights the ethical values and guiding principles that will mark the course of our institution the next four years, and extend the horizon to 2030 to link it in turn with University Social Responsibility and the 2030 Agenda of the United Nations. This document builds upon consultations with all groups of the university community: faculty & research personnel, administrative & services personnel, students, and alumni, and is a product of the reflection and debate carried out by the Interdisciplinary Commission of the Strategic Plan created for this purpose.

With its implementation, the UMH commits itself to undertake actions these four years to enhance the education and well-being of students as well as their future employability. We are also counting on research and knowledge transfer as means to attain a more sustainable planet from the environmental point of view, in addition to a society that is more just, equitable, and inclusive. All this thru sound leadership and effective management.

Pursuing these fundamental aspects will enable us to join forces and move in the same direction so the UMH achieves the highest levels of academic and research excellence, while working, with institutional responsibility, on the welfare of our immediate surroundings and the main challenges facing the world today.

Personally, I want to thank everybody who participated in this process for their work, enthusiasm, and dedication for bringing together feelings and capturing common sentiments in this document.

Furthermore, I encourage the entire university community to make this project their own and, just as you have done the past 25 years, contribute with your efforts and enthusiasm so the UMH remains one of Spain’s top universities.

JUAN JOSÉ RUIZ MARTÍNEZ
RECTOR OF THE MIGUEL HERNÁNDEZ UNIVERSITY OF ELCHE

THE UMH TODAY, THE UMH OF THE FUTURE

2.1 THE UMH TODAY

The UMH is a young university, founded in 1996, and this has influenced a good portion of its distinctive traits, such as a penchant for innovation, creativity, entrepreneurship, and flexibility to adapt to change. We are also a university firmly committed to sustainability in its broadest sense: social, environmental, economic.

With the main administrative facilities on its Elche Campus, the UMH also has campuses in Altea, Orihuela, and Sant Joan d’Alacant. These facilitate keeping teaching and research in tune with these unique locations around the Province of Alicante, and enable us to be a university linked closely to the surrounding territory, capable of understanding and adapting to the needs of society.

We are a university focused on people. In terms of teaching, our educational model strives to provide a comprehensive education, which not only concentrates on the transmission of knowledge, but also capabilities, transversal and interpersonal skills, ethical values too. This is because we not only train future professionals, but, above all, we also form people—citizens who are going to either commence or consolidate professional lives within complex and ever-changing settings.

This emphasis on people is also a core value of our human resources, our faculty, our researchers, and our managers, who, together with our students, are the primary strength of the UMH.

This philosophy, along with the fact the university is relatively small and one structured around different campuses, means that life at the UMH is characterized by closeness: closeness between people, between faculty and students, between schools & faculties and industry, between the university and the society for which it works.

THE UMH IN NUMBERS

HERE ARE SOME FIGURES ABOUT OUR UNIVERSITY

- 14,176 students enrolled in official programs and continuing education.
- 1,184 faculty & research personnel and 570 administrative & services personnel.
- 75 buildings, whose total surface area covers 274,000 square meters on four campuses.
- 7 faculties and 2 schools of engineering.
- 6 research institutes, 27 departments, and 13 research centers.
- 26 undergraduate and 2 dual undergraduate programs.
- 51 official Spanish masters and 17 joint international graduate programs.
- Doctoral school with 13 programs.
- 569 agreements with foreign universities and 519 with Spanish universities.
- 5,718 registered students for summer and winter courses, language training, and classrooms of experience.
- 2022 budget: 122,451,551.38 euros.

The commitment to fairness and appreciation for diversity deepens and enriches the human strength of this university. Our broad scholarship policy (over 30% of our students receive financial aid) aims to boost the UMH as an inclusive and equitable institution, which works day in and day out to “Leave no one behind,” just as stated in the United Nations 2030 Agenda.

Through our links to surrounding communities, a multitude of joint initiatives unfurl with various stakeholders (governmental agencies, businesses, primary & secondary schools, NGOs). These connections also make it easier for classroom instruction to be linked to occupational realities, providing numerous opportunities for learning outside the classroom, affording high employment rates for our graduates. Our lines of collaboration with nearby communities are coordinated directly by the UMH and via the activities of the Universitas Miguel Hernández Foundation. This foundation promotes interaction between the university and the business community, and contributes to economic, social, and cultural development of nearby surroundings; among other work areas, the foundation also manages the Scientific Park and the Language Center.

The climate of closeness and familiarity enjoyed at the UMH coexists with a strong commitment for internationalization and the mobility of our students and our human resources. We maintain 569 agreements with 434 universities, 141 of which are located outside Europe. An additional 519 agreements with Spanish universities also enable student exchanges all around Spain. International activities do not only manifest themselves in teaching efforts, but also in research, made possible by multiple collaboration projects, as well as by hybrid initiatives, such as international cooperation and volunteerism in Latin America and Africa, especially via our endeavors in Rwanda. Among other examples, we can highlight UMH participation as a member of the European University of Brain and Technology project, Neurotech EU , in consortium with ten universities from ten different countries. This project, which embodies the top priorities of the European Strategy for Universities, trains professionals to conduct research, as well as manage and care for brain disorders associated with ageing.

CHARACTER UMH

AT THE UMH, WE TEACH, WE LEARN, AND WE INVESTIGATE, JUST LIKE EVERY UNIVERSITY EVERYWHERE. BUT SOME THINGS HERE ARE SPECIAL, OR WE DO THEM THAT WAY, IN A MANNER WE LIKE TO CALL “CHARACTER OF THE UMH.” HERE ARE SOME TRAITS THAT DEFINE US:

- Young, innovative, and creative.
- People centered.
- Inclusive and committed to society.
- Green and committed to the environment.
- Entrepreneurial and committed to sustainable economic development.
- Linked locally and open to the world.
- Dynamic.
- A stage for the personal, professional, intellectual, and social growth of our university community.

In the area of research, we are a state-of-the-art university, standing out for the quality of our intellectual property, as well as for the innovation in our projects. Various Spanish rankings (CYD Ranking, U-Ranking, IUNE Observatory) place the UMH among the 10 most productive Spanish universities in research, which they base on criteria such as research funding raised, publications per faculty member, theses/faculty member, and open-access publications, among others.

We aspire to generate knowhow that responds to the needs of society, which is then transferred to industry and serves as a bridge for job creation. Since 2008, we have operated the UMH Scientific Park, and over the past 10 years it has consolidated such that it is currently among the top three Spanish universities in the creation of spin-offs, because as of today, 104 companies, 51 spin-offs and 53 start-ups, originated there. The ecosystem at the Scientific Park is comprised of firms with high technological and scientific components, which innovate at leading hubs in fields including engineering, health, agri-environmental, biotechnological, and cultural.

Beyond classrooms and laboratories, we offer a wide variety of extra-curricular training initiatives, as well as social, cultural, and athletic activities to energize university life. Students, UMH employees, and the Alicante society may attend events such as concerts, exhibitions, contests, workshops, sporting competitions, and a long etcetera of actions that convert our campuses into spaces for coexistence, leisure, improved health, and creativity.

To manage all these activities—teaching, research, entrepreneurship, social—we are guided by two fundamental commitments: quality and social responsibility. The commitment to quality was hardwired into the founding of the Miguel Hernández University of Elche, and this has made us into one of Spain’s universities with the longest and best record of accomplishment in quality assurance. Furthermore, we are fully aware that quality must not only be measured based on technical certification systems, but also assessed by considering the needs and actual problems of society, stakeholders, and the environment, thinking not only about the present but also preparing for the future.

For this reason, our social responsibility has been consolidating in recent years and it has been reinforced by the commitment to the 2030 Agenda of the United Nations and its Sustainable Development

2.2. THE UMH OF THE FUTURE

To prepare this Strategic Plan, we devised a comprehensive process of diagnosis, analysis, and reflection on both the present and future; primarily, that of the very UMH, but also on our local and global surroundings. This led us to revise our Mission, Vision, and Values, and to formulate a Strategic Plan suited for upcoming years with an eye on the medium- and long-term—hence the Horizon 2030 concept. This section shares some key ideas, and subsequent sections present new guiding documents.

We live in an environment characterized by two key words: VUCA & unsustainability. Society faces a future marked by volatility, uncertainty, complexity, ambiguity. Every day, there is growing scientific evidence about severe economic, social, and environmental problems that will continue to arise due to the unsustainable situation that has been dumped on the planet.

Thinking about the UMH of the future entails not only thinking about what university we want for the coming years, but also contemplating what future we want both locally and globally wherein we exist and for which we work. Moreover, based on our social responsibility, this also entails thinking about how we are going to contribute to building the future we desire.

Facing said environmental characteristics—VUCA & unsustainability—the UMH has committed itself in the coming years

a) Identify megatrends, analyze the problems and needs they will bring forth, and design agile responses to changes and social challenges.

b) Apply our efforts to the service of proactive construction for a better future.

WHAT FUTURE DO WE WANT?

WE WOULD LIKE TO LIVE IN A SUSTAINABLE WORLD, IN THE BROADEST SENSE OF THE WORD. HERE WE SHARE THE APPROACH OF THE 2030 AGENDA OF THE UNITED NATIONS TO ACHIEVE A SOCIETAL MODEL BASED ON THE 5 P'S OF THE SUSTAINABLE DEVELOPMENT GOALS:

- Partnership:** A world made for everybody and everybody all together, where competition is replaced by cooperation and alliances.
- Peace:** Peaceful societies, free of fear and violence, where institutions protect their citizens and whose management is transparent.
- People:** An inclusive and equitable society.
- Planet:** Apply environmental protection at the center of all human activity.
- Prosperity:** A sustainable economic model whose sole exclusive objective is not to create benefits, but rather well-being.

HOW CAN WE HELP BUILD IT? WHAT CAN WE CONTRIBUTE?

THE FUTURE IS A RESULT OF OUR ACTIONS FROM BOTH THE PAST AND THE PRESENT, AND ALL INSTITUTIONS AND PEOPLE, TO A GREATER OR LESSER DEGREE, ARE CO-RESPONSIBLE.

FOR OUR PART, WE THINK THAT WE CAN CONTRIBUTE TO BUILDING THAT FUTURE WE WANT BY:

- Personal and collective efforts based on our ethical values: co-responsibility, quality, innovation, openness.
- Providing a quality education and one tailored to the new societal and environmental requirements.
- Comprehensive training for citizens who are prepared for the VUCA environment (volatility, uncertainty, complexity, ambiguity) and for building a sustainable society.
- Flexible teaching, which facilitates the acquisition of knowledge by all people, regardless of their personal situation or geographical location, via teaching methods that are face-to-face, blended, as well as completely online.
- Quality research focused on the issues and problems that concern society.
- The immediate transfer of knowledge generated to all social actors so they can make use of it.
- Mainstreaming University Social Responsibility to all areas and missions of the UMH.
- Proactive contributions to environmental, economic, and social sustainability, as well as to the 2030 Agenda of the United Nations, from teaching, research, internal management, and relations with society.

MISSION, VISION AND VALUES OF THE UMH

10

During the preparation of the Strategic Plan, the UMH Mission, Vision, and Values were revised and adapted to the present and future.

3.1. MISSION

The UMH serves society by providing higher education, conducting research, transferring knowledge, and by providing quality services to meet the expectations and demands of society.

The university is committed to the comprehensive, innovative, and ethical education of its students, stimulating professional development and entrepreneurial skills in the people who make up its university community. Part of its mission is to actively collaborate in social, economic, and cultural development and environmental protection.

The unique features of its four campuses, the cultural and extracurricular offer, and the internationalization opportunities it provides afford a university experience that is rich, diverse, inclusive, with a global vision that is at the same time up close and personal.

3.2. VISION

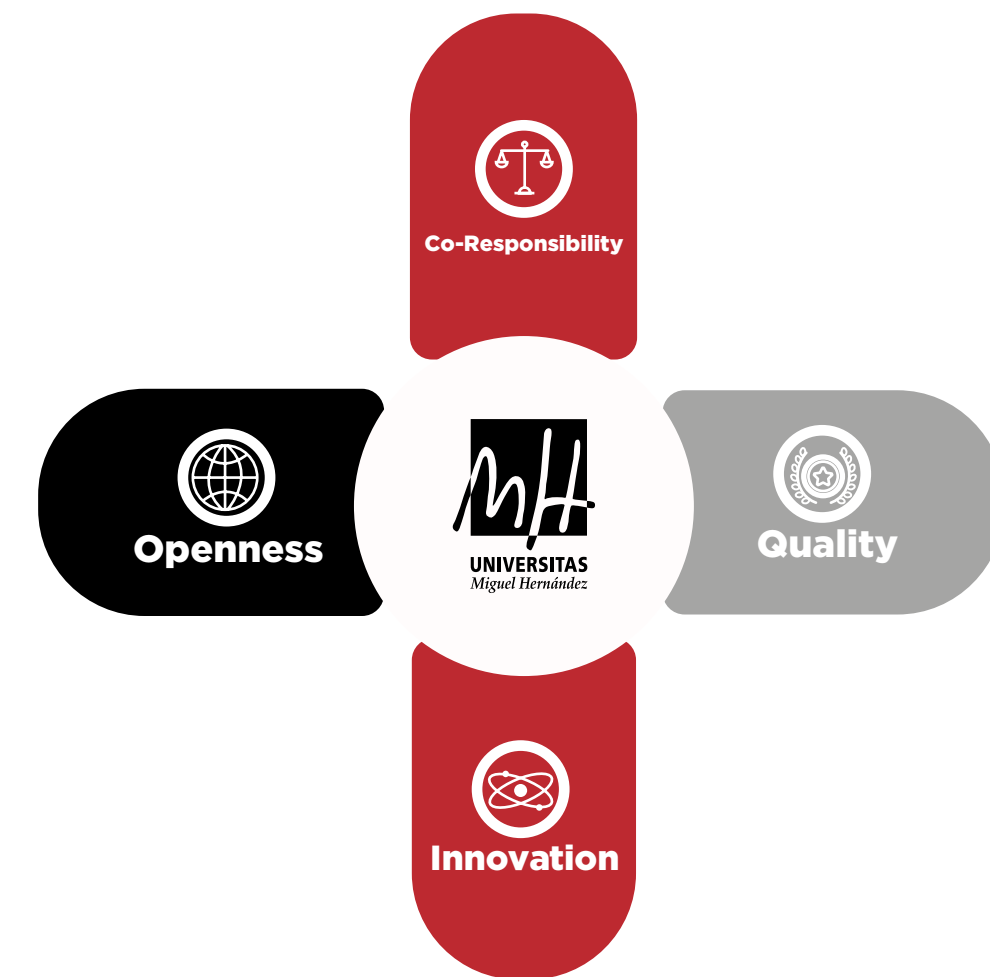
The UMH strives to be a university of quality and excellence, recognized internationally in the areas of education, research, knowledge transfer, management, and by contributing to economic, social, and cultural development under a model of sustainable development. We will continue being a socially responsible university, based on ethical values, with principles of budgetary efficiency and linked to the territory, fostering the promotion of healthy lifestyles, equity, respect for diversity, and environmental conservation.

To accomplish this, the UMH strives to be recognized as:

- A university of excellence, facilitating stimulating, creative, cooperative, and critical learning environments. The education we provide must continually adapt to the needs of society, advancing in the application and use of information and communication technologies with a firm commitment to continuing education and lifelong learning.
- A university of reference for its accredited research of excellence, which contributes tangibly to finding solutions to the local and global problems and challenges facing society.
- A social agent and leader in adaptation to changes posed by the future, in innovative and creative manners, in accordance with the principles of sustainability.
- A space for personal growth, collective development, and mutual care for all university community members.

3.3. VALUES

Our efforts are based on four major ethical principles that characterize the organizational culture of our university, represent who we are, and guide our actions like a compass. These fundamental values are **co-responsibility, quality, innovation, and openness**.



11

CO-RESPONSIBILITY

- Individual and group **responsibility** in the execution of our work.
- **Co-responsibility** towards social, economic, and environmental challenges through rigorous application of the principles of University Social Responsibility aimed at making an active contribution to sustainable development.
- Firm commitment to **respect** the diversity of the people who make up the university community, based on principles of equality, equity, and inclusion.

QUALITY

- **Commitment to excellence**, understood as the highest level of quality in our work, and measured based on effectiveness, efficiency, and the satisfaction of students and other stakeholders, all the while aspiring to be a model of reference.
- **Institutional integrity and transparency** in management and accountability.
- **Continuous improvement and organizational learning** through continuous training and evaluation processes undergone with a self-critical spirit.

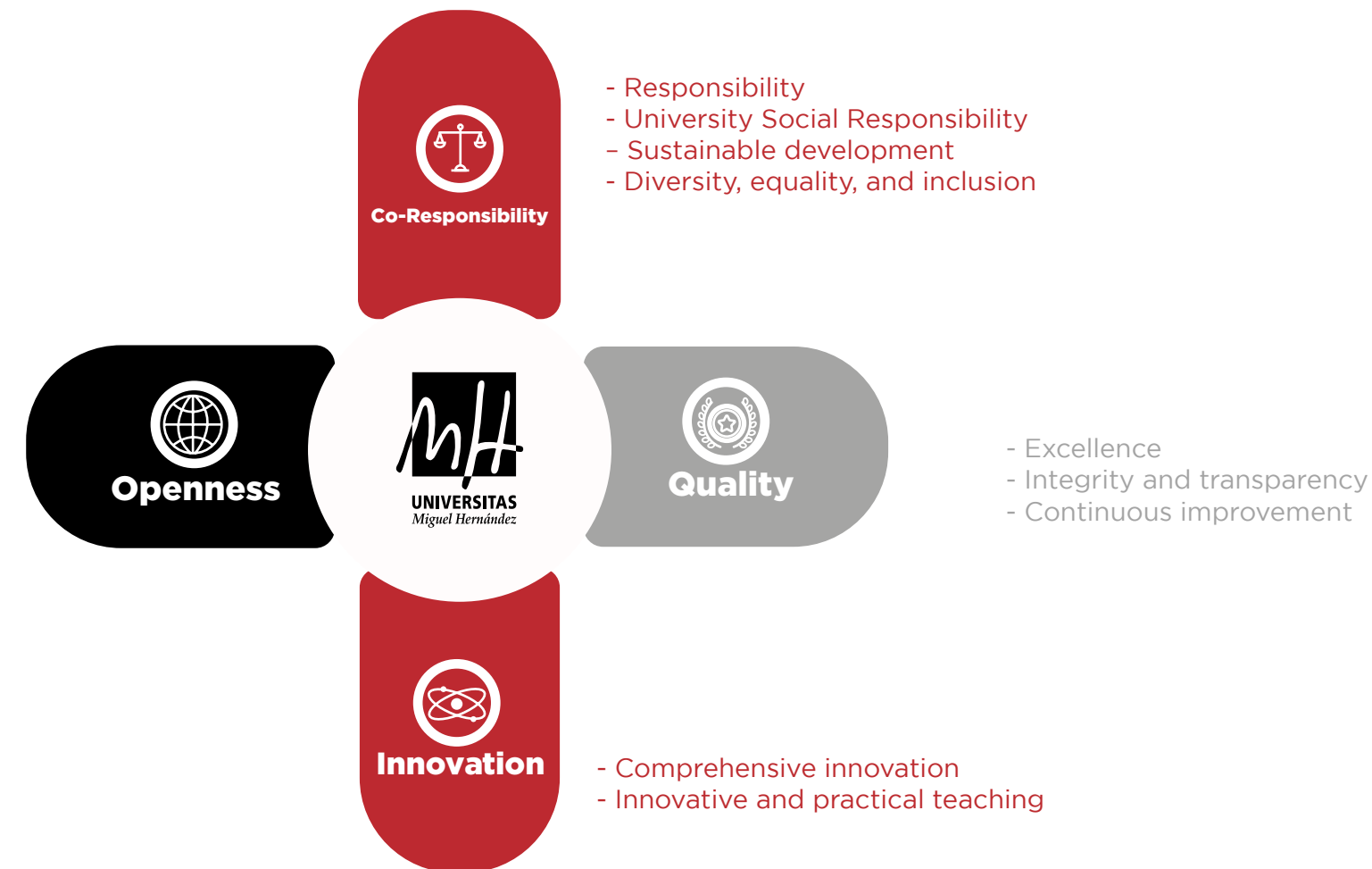
INNOVATION

- Focus on **innovation** in management, teaching, research, and the transfer of knowledge.
- **Commitment to innovative teaching** geared to practicing and attaining soft skills, student empowerment, and facilitating comprehensive and future professional development characterized by innovation, professional ethics, and social responsibility.

OPENNESS

- **Cooperation** between the people and groups that make up our university via collaborative, transversal, and interdisciplinary work.
- **Familiarity** of students and individual treatment, as well as fostering mutual care for all university community members.
- **Advocacy for alliances** with other social, economic, cultural, and environmental agents from both local and global environments.
- Promotion of national and international **solidarity and cooperation** in all its forms and all university missions.
- **Internationalization** of teaching and research.
- **Transfer** and democratization of knowledge towards society.

- Cooperation
- Familiarity
- Alliances
- Solidarity
- Internationalization
- Transfer



4.1. WHY A STRATEGIC PLAN AND FOR WHOM?

Managing a public university is particularly complex given the breadth and diversity of its missions. For this reason, there must be a clear road-map with consensus by all university stakeholders. Only then can the institution respond, not only to the challenges that arise daily, but more so to the challenges posed by this complex and evolving environment.

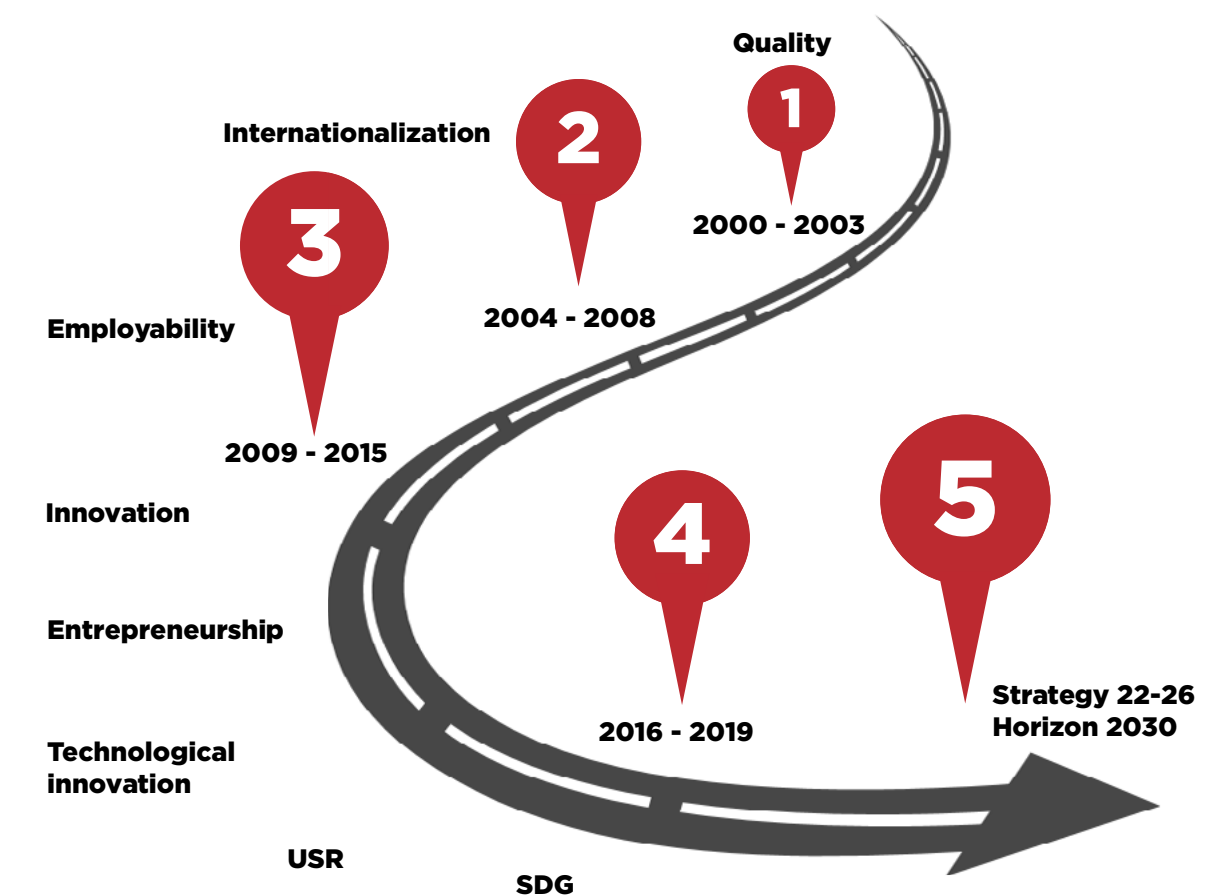
This new 2022-2025 Strategic Plan and Horizon 2030 drew upon those preceding it. The first UMH plan (2000-2003) proved decisive for the growth of the university, as it laid the foundations for carrying out its Mission. That plan established the objectives that had to be reached to ensure the levels of quality in different areas (teaching, R&D, management). Among other milestones, participation by the UMH in the funding system linked to quality objectives at the Generalitat Valencian was guaranteed, the **Quality** Policy and its quality management system was approved, and its stakeholders and mechanisms for participation were identified, all with the aim of creating a culture towards excellence.

The second strategic plan (2004-2008) raised the bar with new and more ambitious quality objectives, and a system of quality incentives was devised that included all university units, departments, institutes, and services. That plan also set in motion the first “**comprehensive control panels**” for quality. The main objective for the second plan aimed at consolidating the exceptional results achieved in the areas of teaching, research, and management, without losing sight of the need to respond to the new challenges that were being posed within university settings.

The third Strategic Plan (2009-2015) consolidated everything undertaken from the two previous, it reviewed the Mission and Vision of the UMH, and established strategic lines for each UMH key process. **Internationalization**, student **employability**, and innovation were identified as the main challenges of this plan, which aimed to respond to reforms laid down by the European Higher Education Area (EHEA) and the National Agency for Quality Assessment and Accreditation of Spain (ANECA).

The fourth Strategic Plan (2016-2019) reaped the benefits from the improvements and experiences of the plans that preceded it, and focused among its priorities to encourage and foster **technological innovation**, consolidate **internationalization**, and nurture entrepreneurial environments. All of this with the intention of optimizing resources and management.

Besides consolidating a culture of quality and excellence, in recent years we have fortified our commitment with society and the environment with **University Social Responsibility** (USR) initiatives. In 2019-2020, analyses were carried out on the level of knowledge by the university community about sustainability and the **Sustainable Development Goals** (SDG) and also on the alignment of our activities with the SDG. University managers, faculty, researchers, and services employees received training, and the SDG Commission at the UMH was established. At the end of the process, key points were designed to standardize and expand our social commitment and model of university responsibility. Instead of preparing an independent USR or SDG plan, the decision was made to mainstream these commitments in the main guiding document of any organization: its strategic plan. Therefore, this new document is the first integrated plan that combines strategic planning, University Social Responsibility, and compliance with the Sustainable Development Goals.



FUNDAMENTALS OF THE STRATEGIC PLAN

4.2. BUILDING BLOCKS OF THE STRATEGIC PLAN

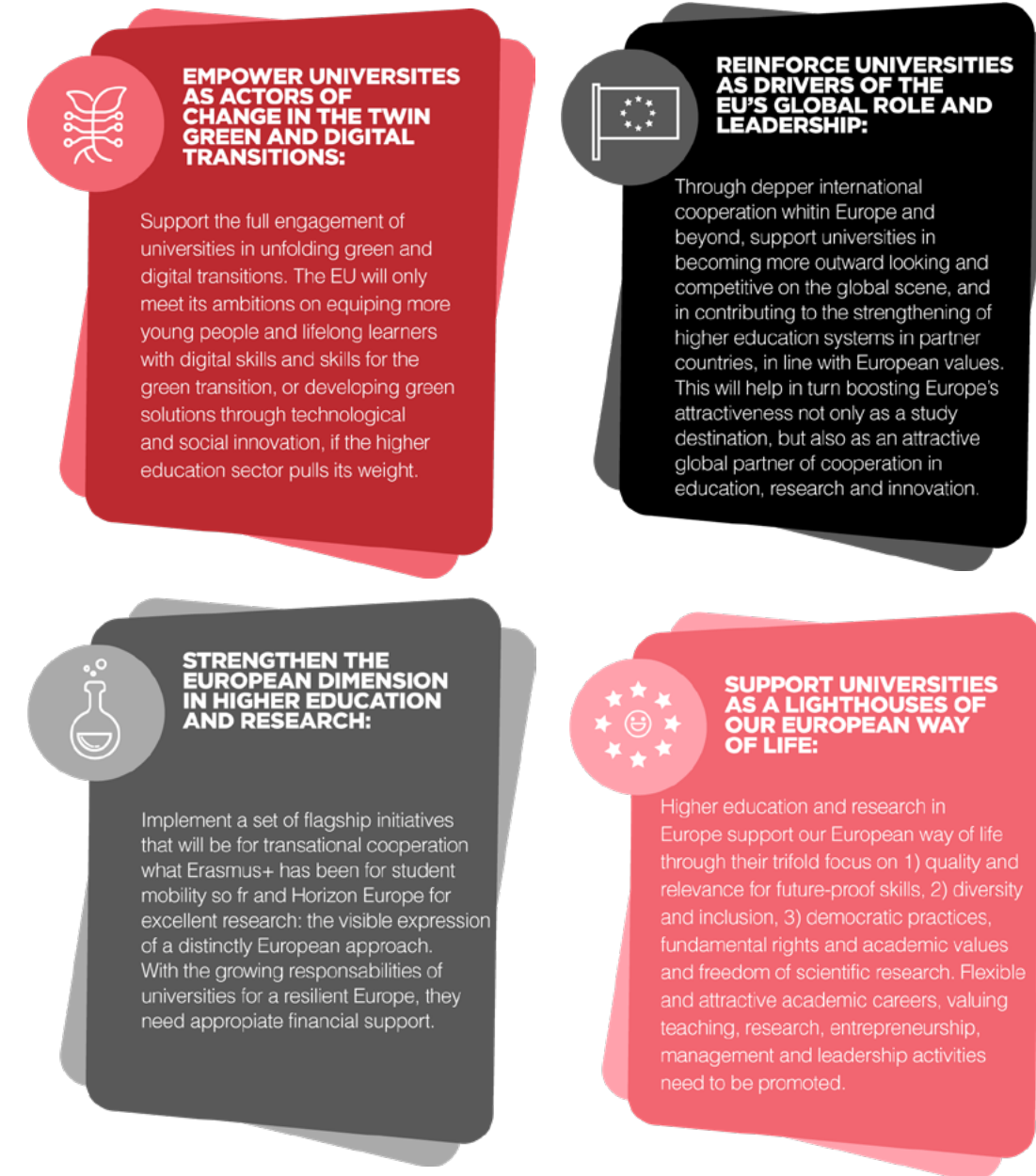
To meet the challenge of producing an integrated roadmap, we devised a long process for preparing this Strategic Plan, which we show in greater detail in Addendum 1. The new document was built upon four large building blocks: an in-depth analysis, proposals from stakeholders, the European Strategy for Universities, and the 2030 Agenda of the United Nations.



1. Strategic Diagnosis. After completing the SDG diagnosis (2019-2020), in 2021 a broad strategic diagnosis was completed, internal and external alike, which received participation by representatives from all UMH groups (students, administrative & services personnel, faculty & research personnel). Said diagnosis analyzed all action areas of our university: internal management, teaching, research, student relations, internationalization, and relations with society, among others.

2. Priorities of Main Stakeholders. A public university must serve society, and to do this, it must establish both its vision for the future as well as its strategy based on the needs and expectations of its stakeholders. Therefore, their contributions became component elements in the current Strategic Plan, and were compiled in meetings, individual & group interviews, and surveys for the university community.

3. European Strategy for Universities. In January 2022, the European Strategy for Universities was approved. This initiative aims to support universities by considering them key actors in reinforcing the resiliency and recovery of Europe, as well as for consolidating the “European way of life.” Within this framework, the European Union hopes that universities be champions in the “green and digital transition of Europe,” and drivers of the role of international leadership by our continent. We wanted our Strategic Plan aligned with this European strategy, incorporating its elements, and thus doubling our commitment to promoting comprehensive sustainability, the culture of inclusion and diversity, internationalization, and training on digital skills and ethical values.



4. 2030 Agenda of the United Nations. Just like shown on previous pages, our future vision is aligned with that proposed by the 2030 Agenda of the United Nations, which is the largest international agreement for the future protection of planet Earth and the people who live on it. To help accomplish this, the agenda and its 17 Sustainable Development Goals are also part of the foundations in this Strategic Plan.

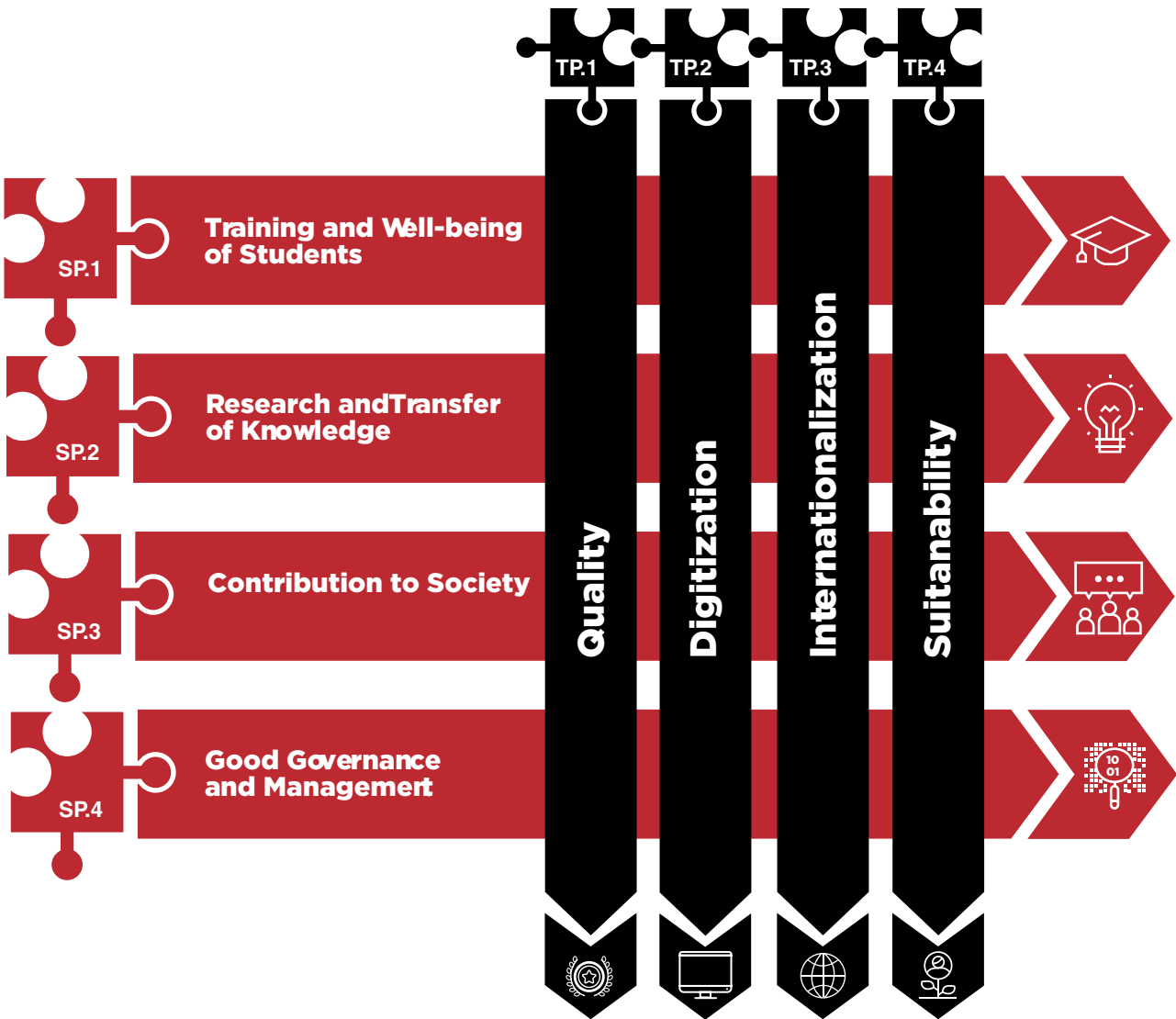
Source: European Commission (2020): European Strategy for Universities.

mh

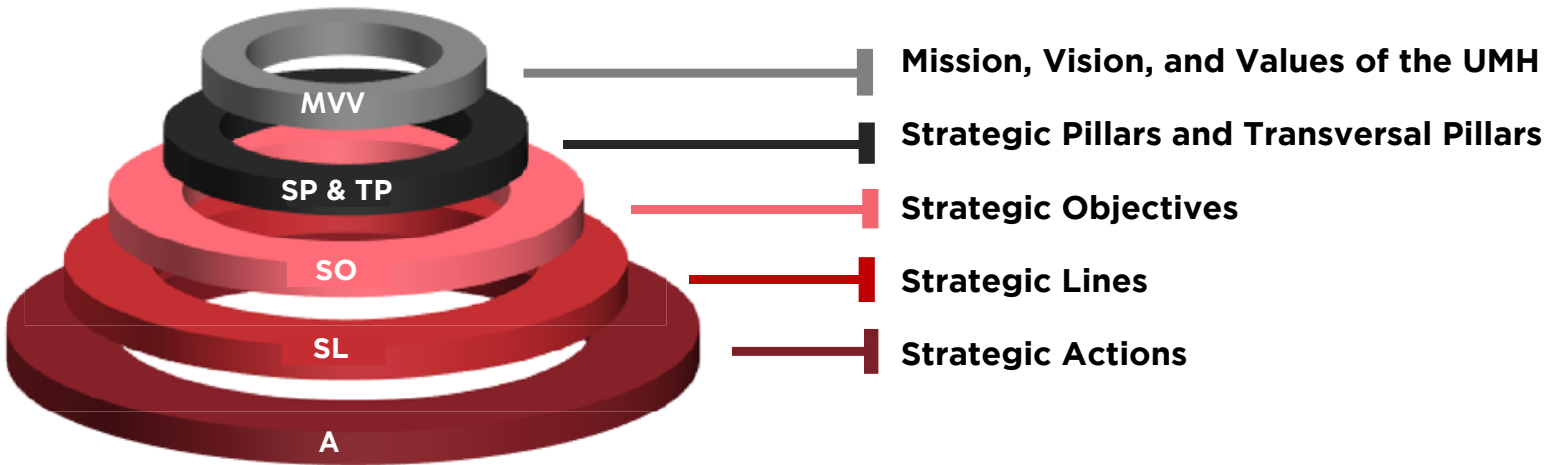
4.3. STRUCTURE OF THE STRATEGIC PLAN

Based on the new UMH Mission, Vision, and Values, and upon the four building blocks, the new integrated Strategic Plan was prepared, which is comprised of 8 pillars: 4 strategic pillars and 4 transversal pillars.

The **Strategic Pillars** establish the guidelines for the dimensions of activity at our university: Training and Well-being of Students (Training for the Future and Well-being of Students); Research and Transfer of Knowledge (Research Excellence and Democratization of Knowledge); Contribution to Society (Contribution of Value to Society); and Good Governance and Management (Social Responsibility and Quality in Governance and Management). Said simply, these pillars correspond to **what we do**. However, we also wanted the Strategic Plan to reflect and define objectives in terms of **how we do** things. For the how to, four **Transversal Pillars** were established related to key aspects that are applicable to all our areas of activity, and they are Quality, Digitization, Internationalization, and Sustainability.



Each Strategic Pillar marks Strategic Objectives, and to reach them, Strategic Lines were established that include their own specific Strategic Actions. Altogether, this plan contains 17 Strategic Objectives and 43 Strategic Lines. Objectives were not established for the Transversal Pillars because as the name, transversal, indicates, these pillars extend beyond any specific objective, and are also applicable to each Strategic Objective, Strategic Line, and Strategic Action.



STRATEGIC PILLARS, OBJECTIVES, AND LINES

The Strategic Objectives and Strategic Lines of work are shown next. Addendum 2 shows the complete Strategic Plan and it also details the Strategic Actions addressed by each Strategic Line.

PILLAR 1: TRAINING FOR THE FUTURE AND WELL-BEING OF STUDENTS



● Training and Well-being of Students

STRATEGIC PILLARS



● Strategic Objective

1.1. Increase the innovation and quality in education.

● Strategic Lines

- 1.1.1. Update the UMH educational model.
- 1.1.2. Plan a chart of university courses/diplomas/degrees suited to the present and properly prepared for the future.
- 1.1.3. Assess the quality of teaching and the satisfaction of students with university faculty.
- 1.1.4. Update teaching contents and tailor them to societal demands and the labor market.
- 1.1.5. Foster teaching innovation and implement active, cooperative, and applied methodologies.
- 1.1.6. Recruit students with outstanding academic backgrounds.

● Strategic Objective

1.2. Reinforce training on soft skills, values, and sustainable development.

● Strategic Lines

- 1.2.1. Incorporate training on soft skills that is evaluated and certified.
- 1.2.2. Mainstream sustainable development into teaching curricula (i.e., curricular sustainability).
- 1.2.3. Push values training.
- 1.2.4. Incorporate development cooperation and volunteerism into university curricula.

● Strategic Objective

1.3. Create an attractive educational offer for different profiles of students.

● Strategic Lines

- 1.3.1. Adapt the education offered to lifelong learning.
- 1.3.2. Optimize the compatibility of a university education with personal lives and occupations.

● Training and Well-being of Students

● Strategic Objective

1.4. Support the internationalization of teaching.

● Strategic Lines

- 1.4.1. Incorporate language training and the internationalization of students.
- 1.4.2. Improve the internationalization of the education and training offered.
- 1.4.3. Promote the European University model.

● Strategic Objective

1.5. Enhance the employability of the student body.

● Strategic Lines

- 1.5.1. Strengthen employability and entrepreneurial tendencies in students.

● Strategic Objective

1.6. Foster well-being in the university community.

● Strategic Lines

- 1.6.1. Energize participation by the university community in complementary academic and social activities at the UMH.
- 1.6.2. Encourage a supportive, inclusive, and egalitarian university environment.
- 1.6.3. Be a university advocate for comprehensive health.

● Strategic Objective

1.7. Offer quality services and enriching university experiences on all campuses.

● Strategic Lines

- 1.7.1. Stimulate university life on every university campus, especially those campuses with fewer academic offerings and students (i.e., Altea and Orihuela).

STRATEGIC
PILLARS

PILLAR 2: RESEARCH EXCELLENCE AND DEMOCRATIZATION OF KNOWLEDGE

● Research and Transfer of Knowledge

● Strategic Objective

2.1. Uphold and strengthen levels of research excellence.

● Strategic Lines

- 2.1.1. Consolidate research excellence and the transfer of knowledge.
- 2.1.2. Expand research into less-consolidated areas of knowledge.

● Strategic Objective

2.2. Increase the overall participation in and impact of research.

● Strategic Lines

- 2.2.1. Enhance the internationalization of research in all its facets.

● Strategic Objective

2.3. Discover and share useful knowledge with society.

● Strategic Lines

- 2.3.1. Augment the impact of research on society.
- 2.3.2. Democratize knowledge and boost the transfer of research results.

STRATEGIC
PILLARS

● Research and Transfer of Knowledge

● Strategic Objective

2.4. Improve effectiveness and efficiency in the management of resources.

● Strategic Lines

2.4.1. Bolster the acquisition of research funding and the transfer of knowledge.

2.4.2. Increase the efficiency of research structures.

2.4.3. Plan for generational renewal of faculty & research personnel.



STRATEGIC
PILLARS

PILLAR 3: CONTRIBUTION OF VALUE TO SOCIETY

● Contribution to Society

● Strategic Objective

3.1. Strengthen links with society.

● Strategic Lines

3.1.1. Stimulate dialog with stakeholders.

3.1.2. Facilitate communication and transparency.

3.1.3. Forge relationships and alliances with surrounding public

● Strategic Objective

3.2. Boost and strengthen university development cooperation.

● Strategic Lines

3.2.1. Advance and consolidate university development cooperation projects on a worldwide level and with participation by the UMH community.

3.2.2. Ensure the sustainability of the UMH presence in Rwanda.



STRATEGIC
PILLARS

PILLAR 4: SOCIAL RESPONSIBILITY AND QUALITY IN GOVERNANCE AND MANAGEMENT

● Good Governance and Management

- **Strategic Objective**
4.1. Strengthen a management model focused on quality, agility, and efficiency.
- **Strategic Lines**
 - 4.1.1. Promote a culture of quality and excellence in management.
 - 4.1.2. Bolster efficiency and agility in administrative procedures.
 - 4.1.3. Empower the leadership at and autonomy of teaching units and structures.
- **Strategic Objective**
4.2. Optimize the management of economic and material resources.
- **Strategic Lines**
 - 4.2.1. Reinforce strategic financial planning.
 - 4.2.2. Improve the efficiency and sustainability of university resources.
 - 4.2.3. Augment the acquisition of resources.



● Good Governance and Management



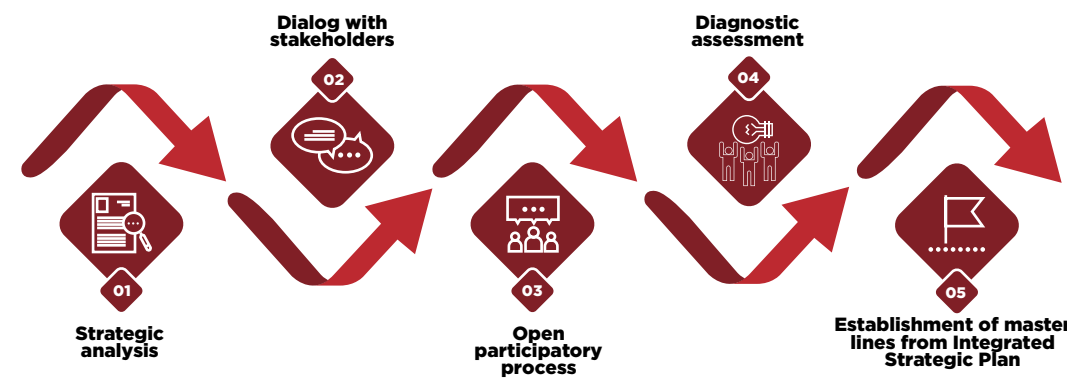
- **Strategic Objective**
4.3. Mainstream University Social Responsibility.
- **Strategic Lines**
 - 4.3.1. Strengthen social responsibility and contributions to sustainability.
 - 4.3.2. Ensure transparency and accountability.
- **Strategic Objective**
4.4. Improve work performance and the well-being of UMH employees.
- **Strategic Lines**
 - 4.4.1. Foster stable and improved working conditions for the human capital of the UMH.
 - 4.4.2. Provide training and evaluations to improve career paths and work performance.



ADDENDA

ADDENDUM 1. METHODOLOGY IN THE PREPARATION OF THE STRATEGIC PLAN

To prepare the Strategic Plan, a process of analysis, dialog with stakeholders, participation, and strategic design was carried out that is summarized in upcoming pages.



Phase 0. Creation of the work team.

The first step was to create an ad hoc work group, the Strategic Plan Commission. This group was charged with coordinating the entire process, compiling internal and external information, establishing the participation systems, analyzing information, and writing all draft proposals as well as the definitive document. The commission was comprised of administrative & services personnel in addition to faculty & research personnel from various areas of activity at the UMH: economic & financial management; quality; academic management & planning; teaching & research from various areas of knowledge and campuses; student relations; communication; social responsibility; internationalization; labor market insertion; equality & inclusion; health campuses; and athletics.

The commission kept a weekly work schedule for almost an entire year, during which time numerous work methodologies were employed, such as follow-up meetings, sessions for exchanging proposals, sharing information, brainstorming, collaborative preparation of documents, etc. The group received assistance from an external consulting firm, and the group reported its proposals to various university bodies for their validation and approval (Executive Board, Cabinet of the Rector, and Board of Trustees).

Phase 1. Strategic analysis.

During the first portion of this phase, we began a process of reflection upon the identity and organizational culture of the UMH, on the present and future of the university, and that of local, Spanish, and international environments. Moving forward from this analysis, we proceeded to review and update the university Mission, Vision, and Values. Subsequently, we assessed the preceding Strategic Plan and underwent an in-depth analysis of our activities. Participants in this analysis included not only members of the Strategic Plan Commission, but also individuals in charge of vice rectories, units, services, and offices that run different key areas of the UMH. This internal diagnosis systematically gathered information about our performance in all areas, from teaching contents and methodologies to human resources management, including research, international relations, the employability of students, and socio-cultural aspects on each campus.

Phase 2. Dialog with external stakeholders.

Simultaneously, we conducted an external diagnosis and a process of dialog with stakeholders. Through individual and group meetings and interviews with various entities, we welcomed them to share their needs and expectations for the new UMH Strategic Plan.

This external diagnosis addressed topics such as economic trends and the labor market, sustainability challenges, changes in the legal framework, performance outcomes of other universities, and development plans of the municipalities

Phase 3. Participatory process with the university community.

Next, a participatory process began for the entire university community. In semi-structured interviews, they expressed their opinions about the current state of the UMH, as well as their vision for the future and their requests and suggestions for improvement. In this process, nearly 800 people participated—administrative & services personnel, faculty & research personnel, current students, alumni—and they revealed tremendously valuable opinions, ideas, recommendations, and proposals.

Phase 4. Assessment of the internal and external diagnosis.

All this information was processed and systematized into 9 thematic SWOTs (Strengths, Weaknesses, Opportunities, Threats) in both work areas as well as transversal elements. The SWOT analysis made it possible to identify both positive aspects in addition to areas for improvement, which were then synthesized into 42 key challenges. A synthesis of elements was thus built, based on the contributions from all management areas of the UMH, external stakeholders, and the university community too. To finish the assessment, key elements from both the European Strategy for Universities as well as the United Nations recommendations on the contributions that universities should make to its 2030 Agenda were also incorporated.

Phase 5. Design of the master lines from the Strategic Plan.

The selection of 42 challenges was submitted to a process of prioritization, and in this process all university vice rectorates, the Registrar, and senior managers participated. Based on this process, the plan master lines were established and the 42 challenges transformed into Strategic and Transversal Pillars, as well as Strategic Objectives and Strategic Lines of action. Various versions of the document were drafted and debated, the final version of which was approved by the Executive Board of the UMH in ordinary session on June 28, 2022.

WHAT DID WE ANALYZE?

TO ENSURE THAT THE NEW STRATEGIC PLAN ENABLES US TO CONSOLIDATE OUR QUALITY AND THAT IT SUITS THE CURRENT AND FUTURE NEEDS OF ALL STAKEHOLDERS, MANY ASPECTS WERE ANALYZED BEFORE ITS ELABORATION, INCLUDING:

- Ethical management
- Culture of quality and management quality
- Economic management and sustainability
- Campuses and infrastructure
- Transparency
- Digitization
- Human resources management
- Satisfaction of university employees
- Quality of work performance and assessment
- Employee structure, stability, rotation, and renewal
- Internal democracy and participation
- Conciliation
- Equality, equity, and diversity
- Environmental impact
- Contribution to the Sustainable Development Goals
- Educational model

- Training offer and suitability and updates of contents
- Suitability and innovation of methodologies
- Training on skills, capabilities, and values
- Lifelong learning
- Level of language knowledge and instruction in English
- Learning opportunities beyond the classroom
- Extracurricular, social, cultural, and sporting activities
- Participation and satisfaction of students
- Research productivity and quality
- Structure of research groups
- Transfer of knowledge
- Relations with society
- External communication
- International relations
- Staff, faculty, researcher, and student mobility
- Positions in university rankings

ADDENDUM 2. ACTIONS OF THE STRATEGIC PLAN

● Training and Well-being of Students (Training for the Future and Well-being of Students)

● Strategic Objective

1.1. Increase the innovation and quality in education.

● Strategic Line

1.1.1. Update the UMH educational model.

● Strategic Actions

- 1.1.1.1. Adapt the reports for official UMH degree programs to the regulatory framework of Spanish Royal Decree 822/2021.
- 1.1.1.2. Adapt the regulations concerning the management of UMH education to the regulatory framework of Spanish Royal Decree 822/2021.
- 1.1.1.3. Promote an offer of educational and training contents in foreign language skills, digital technologies, and soft skills, among others, that contribute to enhance the employability of students.
- 1.1.1.4. Set in motion complementary curricula for UMH students that add value to their academic records, and establish the necessary criteria for the corresponding accreditation and certification.
- 1.1.1.5. Facilitate greater autonomy for university faculties and schools in the planning of instruction and responsibility in terms of the quality of the official degree programs wherein they teach.
- 1.1.1.6. Prepare a study on the sustainability of the current teaching model based on the results of the reaccreditation process of official university degree programs.
- 1.1.1.7. Review the regulations for evaluating and grading students.

● **Training and Well-being of Students**
(Training for the Future and Well-being of Students)

Strategic Objective

1.1. Increase the innovation and quality in education.

● **Strategic Line**

1.1.2. Plan a chart of university courses/diplomas/degrees suited to the present and properly prepared for the future.

● **Strategic Actions**

1.1.2.1. Devise a chart of courses/diplomas/degrees suited to current regulations and to the foreseeable needs and opportunities of the future

1.1.2.2. Prepare a study for possible expansion of the education and training offered, in terms of contents (innovative courses/diplomas/degrees), structure (joint degrees), as well as by format (online, hybrid).

1.1.2.3. Evaluate the outcomes and sustainability from the management model of official master's programs.



● **Training and Well-being of Students**
(Training for the Future and Well-being of Students)

Strategic Objective

1.1. Increase the innovation and quality in education.

● **Strategic Line**

1.1.3. Assess the quality of teaching and the satisfaction of students with university faculty.

● **Strategic Actions**

1.1.3.1. Analyze, update, and reassess the system for surveying satisfaction with the teaching provided by the faculty.

1.1.3.2. Adapt the Docentia-UMH program to attain certification of its implementation.

1.1.3.3. Promote AUDIT certification for the UMH.

1.1.3.4. Foster institutional accreditation for the teaching units at the UMH.

● Training and Well-being of Students
(Training for the Future and Well-being of Students)

Strategic Objective

1.1. Increase the innovation and quality in education.

- Strategic Line
1.1.4. Update teaching contents and tailor them to societal demands and the labor market.
- Strategic Actions
1.1.4.1. Review degree program contents to ensure they are suited to societal demands and the labor market.
1.1.4.2. Value revisions and updates to teaching guides like a contract reached with students.
1.1.4.3. Generate initiatives to strengthen collaboration with businesses and other employers.
1.1.4.4. Recruit external professionals and alumni to incorporate their occupational and professional expertise into the learning processes of students.
1.1.4.5. Review the time components of the UMH academic calendar.
1.1.4.6. Assign specific tasks to associate deans and deputy directors of university projection to improve public information and transparency of degree and diplomas.

● Training and Well-being of Students
(Training for the Future and Well-being of Students)

Strategic Objective

1.1. Increase the innovation and quality in education.

- Strategic Line
1.1.5. Foster teaching innovation and implement active, cooperative, and applied methodologies.
- Strategic Actions
1.1.5.1. Update the Teaching Training and Improvement Program, focusing on innovative teaching methodologies and the UMH educational model.
1.1.5.2. Create new teaching spaces that facilitate innovative teaching.
- Strategic Line
1.1.6. Recruit students with outstanding academic backgrounds.
- Strategic Actions
1.1.6.1. Consolidate the UMH Support Program for Brilliant Students.
1.1.6.2. Improve strategies for publicizing the education and training offered at the UMH.

● Training and Well-being of Students
(Training for the Future and Well-being of Students)

Strategic Objective

1.2. Reinforce training on soft skills, values, and sustainable development.

- Strategic Line
1.2.1. Incorporate training on soft skills that is evaluated and certified.
- Strategic Actions
1.2.1.1. Create a catalog of soft skills and groups of activities for linking them and subsequently recognizing them.
1.2.1.2. Implement a system for recognizing acquired skills, linked to the degree supplement, and a social curriculum aligned with the Sustainable Development Goals.
- Strategic Line
1.2.2. Mainstream sustainable development into teaching curricula (i.e., curricular sustainability).
- Strategic Actions
1.2.2.1. Develop a training program for university faculty on curricular sustainability that is suited to different areas of knowledge.
1.2.2.2. Elaborate a battery of compliance indicators for certifying innovations by faculty (i.e., Docentia) and students (i.e., Complementary Curriculum).

● Training and Well-being of Students
(Training for the Future and Well-being of Students)

Strategic Objective

1.2. Reinforce training on soft skills, values, and sustainable development.

- Strategic Line
1.2.3. Push values training.
- Strategic Actions
1.2.3.1. Consolidate and reinforce training on professional conduct, citizen ethics, and social responsibility.
- Strategic Line
1.2.4. Incorporate development cooperation and volunteerism into university curricula.
- Strategic Actions
1.2.4.1. Formulate a program of activities on basic volunteering training and its subsequent recognition.
1.2.4.2. Promote and create incentives for student participation in the different volunteering programs and areas at the UMH.



- **Strategic Line**
1.3.1. Adapt the education and training offered to lifelong learning.
- **Strategic Actions**
1.3.1.1. Form an academic offer commission with representation by the university, UMH Foundation, Scientific and Business Park, in addition to representative entities from the main social and economic actors.
1.3.1.2. Provide flexible and decentralized education and training, exploring new venues and teaching formats.
- **Strategic Actions**
1.3.2. Optimize the compatibility of a university education with personal lives and professional occupations.
- **Acció Estratègica**
1.3.2.1. Create the status of the university athlete.

● **Training and Well-being of Students**
(Training for the Future and Well-being of Students)

Strategic Objective
1.3. Create an attractive educational offer for different profiles of students.

● **Training and Well-being of Students**
(Training for the Future and Well-being of Students)

Strategic Objective
1.4. Support the internationalization of teaching.



- **Strategic Line**
1.4.1. Incorporate language training and the internationalization of students.
- **Strategic Actions**
1.4.1.1. Consolidate the IRIS Program for free English-language instruction for the student body and determine the optimal level of English for university graduates and that for incoming students.
1.4.1.2. Encourage English-language skills in the faculty through specific programs and create incentives for them to continue improving such skills.
1.4.1.3. Enhance the Erasmus and Destino mobility programs among university faculty and consolidate the AIEFI program (Support for the Internationalization of Schools, Faculties, and Research Institutes).
1.4.1.4. Recognize internationalization activities by university faculty in the curricular manager.
1.4.1.5. Conduct periodic evaluations on the impact of mobility programs.
1.4.1.6. Consolidate the LLUMH program for free Valencian-language instruction for the entire university community.
1.4.1.7. Advance and approve a plan for languages that promotes the normalization, training, and promotion of the Valencian language given the unique territorial features of the UMH and its campuses.

● Training and Well-being of Students

(Training for the Future and Well-being of Students)

Strategic Objective

1.4. Foster the internationalization of teaching.

● Strategic Line

1.4.2. Improve the internationalization of the education and training offered.

● Strategic Actions

- 1.4.2.1. Create incentives for teaching elective courses and/or learning paths in English in UMH masters via specific programs.
- 1.4.2.2. Push for the implementation for regulations on Academic Honors Groups in undergraduate programs wherever possible.
- 1.4.2.3. Expand interdisciplinary participation among various areas in projects by European universities (e.g., NEUROTECH EU), as well as encourage participation in them by university faculty & research personnel, administrative & services personnel, and the student body.
- 1.4.2.4. Promote the realization of a flexible curriculum via internationalization and soft skills.

● Training and Well-being of Students

(Training for the Future and Well-being of Students)

Strategic Objective

1.5. Enhance the employability of the student body.

● Strategic Line

1.5.1. Strengthen employability and entrepreneurial inclinations in students.

● Strategic Actions

- 1.5.1.1. Maintain and enhance the completion of internships by students at nearby companies and at public and private entities.
- 1.5.1.2. Strengthen entrepreneurial programs for students through specific programs.
- 1.5.1.3. Periodically evaluate labor-market insertion and entrepreneurial tendencies in students, introducing reinforcing and follow-up measures.
- 1.5.1.4. Produce reports on student outcomes broken down by degree programs and teaching units.



●

Training and Well-being of Students

(Training for the Future and Well-being of Students)

Strategic Objective

1.6. Foster well-being in the university community.

- **Strategic Line**
1.6.1. Energize participation by the university community in complementary academic and social activities at the UMH.
- **Strategic Actions**
1.6.1.1. Coordinate sessions where faculty, students, and managing personnel may discuss needs and concerns about each campus, university unit, and degree program.
1.6.1.2. Implement UMH Participatory Budgeting.
- **Strategic Line**
1.6.2. Encourage a supportive, inclusive, and egalitarian university environment.
- **Strategic Actions**
1.6.2.1. Assign specific tasks to associate deans and deputy directors of university projection to incorporate and complete specific action plans within the context of university units and campuses.
1.6.2.2. Set the Antennas for Inclusion program in motion to instill the wherewithal in students to avert potential conflicts.
1.6.2.3. Increase participation by the university community in social responsibility and commitment actions & programs.
1.6.2.4. Develop a comprehensive plan of action for university coexistence, prevention, mediation, and resolution of conflicts different in nature.

●

Training and Well-being of Students

(Training for the Future and Well-being of Students)

Strategic Objective

1.6. Foster well-being in the university community.

- **Strategic Line**
1.6.3. Be a university advocate for comprehensive health.
- **Strategic Actions**
1.6.3.1. Prepare and execute a #UMHHealthyPlan.
1.6.3.2. Optimize the incorporation of health indicators into occupational risk prevention and performance evaluations for administrative & services personnel.
1.6.3.3. Optimize the incorporation of health indicators into occupational risk prevention and teaching and research activities for faculty & research personnel.
1.6.3.4. Incorporate health indicators into complementary curricular contents and university life for students.



● **Training and Well-being of Students**
(Training for the Future and Well-being of Students)

Strategic Objective

1.7. Offer quality services and enriching university experiences on all campuses.

● **Strategic Line**

1.7.1. Stimulate university life on every university campus, especially those campuses with fewer academic offerings and students (i.e., Altea and Orihuela).

● **Strategic Actions**

- 1.7.1.1. Consolidate and customize UMH Life to increase in-person activities on university campuses.
- 1.7.1.2. Grow social spaces for meetings and leisure endeavors by students (e.g., the creation of an agora/plaza that provides services for the university community, offer activities for students in La Valona Building).
- 1.7.1.3. Expand the number of places for stays by exchange students and visiting faculty & research personnel via consolidation of the new university residence hall, as well as create new spaces for this purpose with local investors.
- 1.7.1.4. Add to the number of activities that invigorate university life on campuses that have a smaller presence of university community members.

● **Research and Transfer**

(Research Excellence and Democratization of Knowledge)

Strategic Objective

2.1. Uphold and strengthen levels of research excellence.

● **Strategic Line**

2.1.1. Consolidate research excellence and the transfer of knowledge.

● **Strategic Actions**

- 2.1.1.1. Create and consolidate the Doctoral School.
- 2.1.1.2. Increase the percentage of quality scientific papers (within the first quartile and cited more) with more cited authors.
- 2.1.1.3. Foster and motivate the creation of centers and units of excellence at university research institutes (e.g., María Zambrano, Severo Ochoa).

● **Strategic Line**

2.1.2. Expand research into less-consolidated areas of knowledge.

● **Strategic Actions**

2.1.2.1. Establish research calls for emerging groups in addition to brilliant young research personnel.



● Research and Transfer

(Research Excellence and Democratization of Knowledge)

Strategic Objective

2.2. Increase the overall participation in and impact of research.



● Strategic Line

2.2.1. Enhance the internationalization of research in all its facets.

● Strategic Actions

2.2.1.1. Promote participation by UMH groups of excellence in unique international networks and projects.

2.2.1.2. Stimulate participation in training and research networks and international public & private initiatives.

● Research and Transfer

(Research Excellence and Democratization of Knowledge)

Strategic Objective

2.3. Discover and share useful knowledge with society.



● Strategic Line

2.3.1. Augment the impact of research on society.

● Strategic Actions

2.3.1.1. Survey stakeholders to promote topics in demand by society, stimulating the role of university chairs.

2.3.1.2. Align research with the principles of University Social Responsibility through the creation of the Responsibility Index in University Research (IRIU).

2.3.1.3. Create a system for assessing the impact of research in social, economic, and environmental areas, with specific responsibility indicators in the creation and transfer of knowledge.

2.3.1.4. Expeditiously and efficiently evaluate the new directives concerning the environmental and social impact from research projects (e.g., the Do No Significant Harm principle).

Research and Transfer

(Research Excellence and Democratization of Knowledge)

Strategic Objective

2.3. Discover and share useful knowledge with society.



Strategic Line

2.3.2. Democratize knowledge and boost the transfer of research results.

Strategic Actions

- 2.3.2.1. Promote the UMH scientific research dissemination plan to stakeholders and greater society.
- 2.3.2.2. Consolidate and energize the offer of UMH knowledge and services.

Research and Transfer

(Research Excellence and Democratization of Knowledge)

Strategic Objective

2.4. Improve effectiveness and efficiency in the management of resources.

Strategic Line

2.4.1. Bolster the acquisition of research funding and the transfer of knowledge.

Strategic Actions

- 2.4.1.1. Recruit additional specialized human resources committed to raising European funding (Technology Transfer Office). Collaboration with agencies and consultancies.
- 2.4.1.2. Identify potential research personnel and research groups to participate with in relevant national and international calls.
- 2.4.1.3. Stimulate actions for raising funding from private entities that stimulate the corporate reputation and transfer of knowledge to and from the university.

● Research and Transfer

(Research Excellence and Democratization of Knowledge)

Strategic Objective

2.4. Improve effectiveness and efficiency in the management of resources.

● Strategic Line

2.4.2. Increase the efficiency of research structures.

● Strategic Actions

- 2.4.2.1. Update and streamline research group structures.
- 2.4.2.2. Stimulate and support interdisciplinary research.
- 2.4.2.3. Tailor current research groups and structures to the new regulations concerning university research institutes and centers.
- 2.4.2.4. Review the effectiveness and sustainability of UMH research groups (i.e., management of groups).
- 2.4.2.5. Establish guidelines for funding advances for research.

● Strategic Line

2.4.3. Plan for generational renewal of faculty & research personnel.

● Strategic Actions

- 2.4.3.1. Create a chart of faculty & research personnel and their generational renewal by areas of knowledge.
- 2.4.3.2. Support and stabilize young investigative personnel with projects of excellence (e.g., Margarita Salas, María Zambrano).

● Society

(Contribution of Value to Society)

Strategic Objective

3.1. Strengthen links with society.

● Strategic Line

3.1.1. Stimulate dialog with stakeholders.

● Strategic Actions

- 3.1.1.1. Establish meeting forums to transfer and exchange knowledge.
- 3.1.1.2. Consolidate a policy for specific agreements that value contributions from the parties involved.
- 3.1.1.3. Publicize the UMH Patronage portal through the incorporation of new projects and raise funding for them.
- 3.1.1.4. Explore practical and efficient mechanisms between the UMH and its Board of Trustees to enable increased participation by stakeholders.
- 3.1.1.5. Promote the UMH athletic model, #TalentEnMovimiento (#TalentOnTheMove).



Society
(Contribution of Value to Society)

Strategic Objective
3.1. Strengthen links with society.

- Strategic Line
3.1.2. Facilitate communication and transparency.
- Strategic Actions
3.1.2.1. Produce communication directives on individual levels and those that represent the UMH and its administrative services, campuses, institutes, and university departments.
3.1.2.2. Coordinate portals and reports on transparency, social responsibility, and good governance.
- Strategic Line
3.1.3. Forge relationships and alliances with surrounding public institutions
- Strategic Actions
3.1.3.1. Inaugurate the UMH venue in the Elche city center.
3.1.3.2. Establish stable programming of academic, culture, athletic, and social activities in conjunction with public institutions.
3.1.3.3. Produce guidelines and implement actions that enable sustainable, responsible, and safe access to and use of UMH

Society
(Contribution of Value to Society)

Strategic Objective
3.2. Boost and strengthen university development cooperation.

- Strategic Line
3.2.1. Advance and consolidate university development cooperation projects worldwide with UMH community participation.
- Strategic Actions
3.2.1.1. Create and consolidate new alliances with other institutions to execute university development cooperation projects in low- income countries of Africa and the Americas.
3.2.1.2. Align calls for projects and their activities with the Sustainable Development Goals from the 2030 Agenda of the United Nations.
3.2.1.3. Implement measures that encourage participation by faculty & research personnel in addition to services and administrative personnel in projects (regional university development cooperation and the Spanish Agency for International Development Cooperation).
3.2.1.4. Establish measures so that university development cooperation projects consider approaches to human rights, gender, and diversity.
- Strategic Line
3.2.2. Ensure the sustainability of the UMH presence in Rwanda.
- Strategic Actions
3.2.2.1. Guarantee the stability (economic and human resources) of the volunteer program in Rwanda.
3.2.2.2. Attain legal recognition for the UMH as an entity for cooperation and higher education in Rwanda.
3.2.2.3. Foster initiatives to raise funds through the UMH Headquarters in Rwanda Chair (e.g., Patronage portal).

● **Good Governance and Management**
(Social Responsibility and Quality in Governance and Management)

Strategic Objective
4.1. Strengthen a management model focused on quality, agility, and efficiency.

- **Strategic Line**
4.1.1. Promote a culture of quality and excellence in management.
- **Strategic Actions**
4.1.1.1. Establish a structure to monitor and integrate the actions from the Strategic Plan with those of University Social Responsibility and the Sustainable Development Goals from the 2030 Agenda of the United Nations.
4.1.1.2. Review quality indicators for management, teaching, and research to align them with current quality standards and reputational position rankings.
4.1.1.3. Encourage participation by faculty in the Docentia-UMH program, increasing response rates from teaching evaluations and contributing to increased accreditations of university academic units and/or the curricula from official degree programs.
4.1.1.4. Increase response rates by students from satisfaction surveys on the education they receive.
4.1.1.5. Involve university employees in quality improvement and evaluation processes in their respective areas of activity.

- **Strategic Line**
4.1.2. Bolster efficiency and agility in administrative procedures.
- **Strategic Actions**
4.1.2.1. Maximize administrative procedures completed via the UMH Electronic Office.
4.1.2.2. Prepare customized lists of services for different UMH groups on the electronic administrative procedures available.
- **Strategic Line**
4.1.3. Empower the leadership at and autonomy of teaching units and structures.
- **Strategic Actions**
4.1.3.1. Review the competencies for managers assigned to university faculties and schools.
4.1.3.2. Tailor administrative operating processes to the dimension, needs, and resources of the various university units.
4.1.3.3. Establish familiarization protocols between functional, governing body, and administrative structures at

● **Good Governance and Management**
(Social Responsibility and Quality in Governance and Management)

Strategic Objective
4.2. Optimize the management of economic and material resources.

- **Strategic Line**
4.2.1. Reinforce strategic financial planning.
- **Strategic Actions**
4.2.1.1. Establish a multi-year funding plan that considers regional funding, growth in the university workforce, and committed strategic investments.
4.2.1.2. Design an internal strategy to optimize results from the new multi-year funding plan in accordance with the objectives and indicators integrated in it.
4.2.1.3. Assess and sustain actions agreed upon with third parties.
- **Strategic Line**
4.2.2. Improve the efficiency and sustainability of university resources.
- **Strategic Actions**
4.2.2.1. Optimize operational costs via the implementation of sustainable development actions, decarbonization, and efficient use of energy.
4.2.2.2. Review criteria for reducing teaching loads of faculty & research personnel within the framework of the (potential) new Spanish Law of Universities.
4.2.2.3. Prepare a study on the economic sustainability of the education/training offer, analyzing the viability of implementing adjustments that maintain enrollment ratios and/or possible expansions in such cases with increased demand or labor market requirements.
4.2.2.4. Analyze new investments with criteria of financial sustainability.
4.2.2.5. Adapt teaching infrastructure to the new training offered.

Good Governance and Management

(Social Responsibility and Quality in Governance and Management)

Strategic Objective

4.2. Optimize the management of economic and material resources.

Strategic Line

4.2.3. Augment the acquisition of resources.

Strategic Actions

- 4.2.3.1. Increase budget lines that include a percentage of the budget that is co-funded with grants/agreements with third parties.
- 4.2.3.2. Make strategic investments to make the most of existing infrastructure with funding acquired in competitive calls.



Good Governance and Management

(Social Responsibility and Quality in Governance and Management)

Strategic Objective

4.3. Mainstream University Social Responsibility.

Strategic Line

4.3.1. Strengthen social responsibility and contributions to sustainability.

Strategic Actions

- 4.3.1.1. Streamline the commitment to the Sustainable Development Goals in different strategic dimensions (e.g., teaching plans, budgets, performance evaluations, etc.).
- 4.3.1.2. Prepare a code of ethics and a code of good government.

Strategic Line

4.3.2. Ensure transparency and accountability.

Strategic Actions

- 4.3.2.1. Review the service charters of all administrative structures at the university to ensure their suitability with the vision, mission, and values of the UMH.
- 4.3.2.2. Align processes for reporting, on transparency, and accountability with University Social Responsibility.

Good Governance and Management

(Social Responsibility and Quality in Governance and Management)

Strategic Objective

4.4. Improve work performance and the well-being of UMH employees.

Strategic Line

4.4.1. Foster stable and improved working conditions for the human capital of the UMH.

Strategic Actions

- 4.4.1.1. Renew the workforce of faculty & research personnel in accordance with teaching requirements and within the possibilities afforded by university legislation.
- 4.4.1.2. Stabilize the workforce of faculty & research personnel with temporary employment contracts in accordance with current limitations regarding the replacement rate.
- 4.4.1.3. Renew the workforce of administrative & services personnel in accordance with managing unit requirements and within the possibilities afforded by university legislation.
- 4.4.1.4. Progress towards equal pay with the other Valencian Autonomous Community public universities.
- 4.4.1.5. Increase the proportion of full-time faculty and those who hold doctorates.
- 4.4.1.6. Incorporate assessable actions that enable optimizing work health and performance.



Good Governance and Management

(Social Responsibility and Quality in Governance and Management)

Strategic Objective

4.4. Improve work performance and the well-being of UMH employees.

Strategic Line

4.4.2. Provide training and evaluations to improve career paths and work performance.

Strategic Actions

- 4.4.2.1. Diagnose training needs for both faculty & research personnel in addition to administrative & services personnel in areas such as languages, soft skills, methodologies of management and teaching, among others.
- 4.4.2.2. Formulate a coordinated training plan to cover detected needs and its subsequent evaluation.
- 4.4.2.3. Review and improve personnel assessment systems to ensure proper measurements of quality in the areas of teaching, research, and management.
- 4.4.2.4. Design effective, diverse, and recognized mobility programs that foment internationalization of both faculty & research personnel in addition to administrative & services personnel, which includes assessment of the impact of said mobility.





*2022-2025 Strategic Plan & Horizon 2030
Miguel Hernández University of Elche*

