STRATEGIC PLAN

2021-2026

Universida_{de}Vigo

Presentation

The future depends on what we do now [1]

It is crucial for every society as well as for any institution to raise its head from time to time and look forward towards the future, in order to ensure proper development. We can only reach far if we program the right steps. And while it is also true that a modern strong university's inertia can boost progress through the individual effort of its members, it would be a pity not to plan such progress, since this is the only way to benefit from possible synergies and take steps in the right direction.

In the case of our institution, taking small steps in the right direction mean continuing with the fundamental commitments that underlie the strategic plan placed before you. These include a firm commitment with our language since we should be the ones capable of making progress in the standardisation of the use of Galician. We would like to have another 1000 springs for our language and therefore instead of establishing specific objectives for Galician, this plan opted to maintain such desire throughout the document, and I believe that this is the right way.

We are also fully committed to equality. The university must lead the way for society to achieve this dream. We need a more just and egalitarian society. Moreover, as a university, we need to boost all our talents: teaching & research (PDI), administration & services (PAS) staff, and students, by removing the inequality obstacles that continue to drag progress among us.

And we also have an additional commitment with internationalisation. We are a Galician university that undoubtedly must serve and serves the Galician community as a whole. However, in order to achieve the best service potential for our society, we should open our doors to collaborations with other institutions and societies. Besides nurturing the talent we have at home, we need to attract foreign talent and therefore we need to become a competitive institution in all fields, with international visibility. We are confident that our Galician and Spanish languages will help us to have a strong presence in Latin American and Portuguese speaking countries.

Moreover, and like any modern institution, our plan should and does adhere to sustainable development objectives. As far as we are concerned, this document sets priorities that are in consonance with the UN 2030 Agenda, which will help us to achieve a better, just and more sustainable world.

Training, research and knowledge transfer are the three strategic axes for the university, and these would not be possible without the pooling of resources and persons from the university community (PDI and PAS staff, as well as students). To that end, I would like to take the opportunity to thank and to praise the work done by all those who contributed in this sense. Firstly, the Senate members that approved both the procedure as well as the different steps taken during the process; then the members of the working committees and all other members of the university community who contributed to improving the document during its public examination. My sincere thanks likewise go to all those who

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[1]Mahatma Gandhi

actively participated and dedicated their time and effort to draft this document, which was finally approved by the Senate, the Governing Body and the Social Council. Thank you for your commitment and for looking up to and envisioning this university that we hope and long for. Your proposal to create a monitoring committee, a mechanism new to Spanish universities, will permit the plan to stay alive during its envisaged lifetime, as well as to assess, correct and complete progress each year, thus maintaining doors wide open for development of the next strategic plan which will be based on strong foundations.

Last but not the least, there is the strategic axis of relationship with society. I am deeply grateful to the persons and corporations outside the university community that collaborated though their external perspective. Their valuable contributions allowed us to, on the one hand, be more aware of our mission and vision and, on the other hand, seek ways in which we can better serve society.

Now that the introspection and drafting tasks are over, it is time to build our university according to the lines set out in this document.

My sincere thanks go to all those who participated in the preparation stage and also to those involved in implementing the designed objectives.

Manuel Joaquín Reigosa Roger

Rector, Universidade de Vigo

This map of aspirations takes UVigo to great heights

The last months of 2020 were strange times, full of adverse moments and uncertainty. It will go down in history that we experienced difficult and unknown existential scenarios, which altered and threatened our convictions, and suddenly made our coexistence models obsolete. As a bewildered society, this was when we, more than ever, summoned and invoked universities to use their moral authority, to be a reference to us, and to place their knowledge at the centre of our concerns, needs and doubts.

We asked universities to exercise their potent capacity for reaction (and UVigo was a good example), to better empathise with collective feelings, change their aspirations, and put people first. And this is because we suddenly became more conscious that science and research not only improve our life but can also help us not to lose it. We already knew about the extraordinary role played by universities to reduce the risk of poverty, combat social exclusion, and fight gender inequalities, besides their objective influence to foster more altruistic, participative and more environmentally aware social cells.

There was thus a sudden need to have a humanistic, bold and open university capable of rescuing us. A university that is accessible, socially committed and with the right reflexes to provide society with new certainties, capable of venturing into hereto unexplored territories, to guarantee equal opportunities for all, and to resolve the needs, demands and shortfalls that arise, with almost no time to assimilate.

And thus, every time we looked for answers or possible solutions, we found the university. And then a certain consensus emerged that if we protected it and helped it, we could demand more from it, and perhaps the future would not be so damaging when all the strange things we were experiencing were over.

This was when proposals arose about what such a new ideal university should be and what we should expect from it. And we found that most of the objectives therein were in great measure linked to the field of action of the social councils. Therefore, I believe that any reorientation or reform needed in higher education to face new challenges gives social councils an unprecedented opportunity to unfold their possibilities. Now is the strategic time and moment to benefit from the huge effort put in by universities, which were surprised by the pandemic and had to adapt their response capacity to in record time, fulfil their administrative schedules.

The Universidade de Vigo's 2021-2026 strategic plan was born within this scenario. It is an essential document to bridge the transition zones between the university and society. However, the regional law in Galicia does not grant powers to the social councils in this matter (which is exactly the opposite in other regions). We nevertheless debated on the subject and presented it at the meeting, since not doing so would seem contradictory given the powers entrusted by the LOU (Basic Law on Universities) to councils as institutions.

At this point, I would like to thank the valuable work done on the plan by Elvira Larriba, Jesús Graña and Manuel González, in representation of this social council, and in which I had the honour to participate. I extend my thanks to those who contributed to the creation of this map of aspirations.

I now have the impression that, with this plan, the Universidade de Vigo is closer to society than ever before, and in a sustainable manner. The Hon. Rector Reigosa recently said,

"Universities should and must be at the service of the entire Galician society […] for any need of the country […] and aspire to make Galicia a better place with a secure future".

Therefore, the Universidade de Vigo stands up to what the times demand. It responds to what is expected of a university and does so to put itself at the service of the people and society as a whole, with commitment and transparency, with determination, and guided by Vargas Llosa's reflexion in "The Call of the Tribe" where he states that it is in the world of education where privilege is most unfair.

Thus, this document strengthens our hope. I think that the time has now come to look towards public investments in education, towards talent, research and patronage. These are arguments that the pandemic has added to the public opinion, because the post-covid economic recovery must be based on well-trained people; confidence and serenity come through research, and solidarity cannot be understood without the great-shared moral rearmament that those turbulent times contributed to the entire society.

My greatest recognition goes to the team that supervised and produced this document, which will mark the course of the Universidade de Vigo for the next five years. My sincere thanks go to Jacobo Porteiro and Elena Rivo who were at the forefront of responsibility and work.

Ernesto Pedrosa Silva

President, Social Council
Universidade de Vigo

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CONTENT

Universida_{de}Vigo

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A number of people from the university community and representatives from society participated in the development of this strategic plan.

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Motivation and antecedents

Motivation

The implementation of a strategic plan for a broad and diverse institution such as this university is above all a collective reflection work of all groups of persons that make up the institution and of the social agents close to it. Throughout this process, the objectives set by the previous strategic plan and the degree of compliance achieved will be reviewed, and a vision and a projection of the institution towards the future will be provided.

This plan provides the Universidade de Vigo as a whole with the opportunity to set where and how it wants to see itself in five years, as well as to define the policies and measures that need implementation to make that goal a reality.

Antecedents

Ever since its creation in 1990, the Universidade de Vigo has played a fundamental role in its geographic area and in Galician society as a whole, by providing a public service of prime importance, namely; higher education.

This institution contributes to society in many ways. Research, development, teaching, study, dissemination, knowledge transfer and university extension are just some of the main ones with a positive effect on its surroundings. All of this makes the Universidade de Vigo a transversal axis for all social and economic activity within its geographical context. In this sense, worth highlighting are the fundamental contributions of the Universidade de Vigo to defending the cultural, political and linguistic identity of Galicia, besides its important R&D&I contribution to the Galician productive and technological sectors.

Thirty years after its birth, the Universidade de Vigo is still a continuously growing entity that increases its training offer through new degrees, adaptation of existing ones to new educational frameworks such as the European Area of Higher Education and promoting the creation and dissemination of sciences, humanities and arts as a driving force for the progress of society.

In its quest for knowledge creation, development, criticism and transfer through quality teaching and research, the Universidade de Vigo defines both its strengths and weaknesses with the clear objective of setting a number of short-term goals that determine a clear institutional action policy.

The Universidade de Vigo's 2021-2026 Strategic Plan is a representative and concrete example of this desire to move towards a university based on continuous improvement and quality service provision to society; and is also a document that expresses the interests of the different groups that make up the university community, of their concerns and needs but above all their consensus to defend the institution and its purpose.

In a national and international scenario characterised by increasing competitiveness in all areas, the university is not exempt from this scrutiny, as reflected in the parameterisation and categorisation of all aspects of the academic world and its results. The strategic plans

are articulated as a fundamental tool in the establishment of an institutional road map that permits the elaboration of a strategy on multiple fronts to achieve the highest degree of quality and development. This will facilitate the definition of clear objectives based on diaphanous and objective metrics and the implementation of key policies for improvement.

In 2020, the Universidade de Vigo community was made up of 19,828 students, 2,132 teaching and research (PDI) staff, and 829 administration and services (PAS) staff. The university presumably is a fundamental part of their lives, and their lives are a fundamental part of the university. This document is a written proof of the collective will that plans their future and of the *Universidade de* Vigo.

Structure of the plan

The Universidade de Vigo's 2021-2026 Strategic Plan is organised around **five essentially important strategic axes** born from the characteristic spirit of service and improvement of an institution, which generates and transmits knowledge, and is ultimately at the service of citizens. The training provided, the university's relationship with society, research and transfer, generation of own resources, and the people who make it up are the five channels through which its vital essence flows and represent what the university can offer society as a whole.

These axes are not just a statement of intentions, but are included within the 28 specific objectives. Each of these objectives has actions and indicators that allow us to determine the degree of task fulfilment and those pending to achieve the objectives. All of them are closely related to the values of the Universidade de Vigo, its identity, and goals. The **defence of equality** and the **promotion of the Galician language** are irrevocable commitments intrinsically related to university work. Likewise, both **internationalisation** and **sustainable development** are fundamental values in any institution that seeks to advance human knowledge from the point of view of respect and protection of its environment.

In short, this document represents the firm commitment of the university community (teaching and research staff, administrative and services staff, and students) to work together for an innovative, quality, public university that plays a fundamental role in Galicia today and will in the future.

Diagnosis of the current situation

The analysis of the situation of the Universidade de Vigo and its surroundings was done through a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats), which was a key instrument for developing the present plan. The analysis was divided into two sections:

- Internal diagnosis (Strengths and Weaknesses)
- External diagnosis (Opportunities and Threats)

Based on this analysis, we will later define the strategic objectives and seek methods to use the Strengths to overcome the Weaknesses, control the Threats and take advantage of the Opportunities.

Internal diagnosis

Weaknesses

W1. Low projection towards the economic, social and cultural fabric causes an obvious ignorance of the Universidade de Vigo's potential and an insufficient presence in the decision-making bodies and interest groups in the area.

W2. Limited knowledge on the part of the business fabric regarding UVigo's R&D&I potential, in terms of both research groups and centres, as well as, support centres and the available transfer mechanisms.

W3. Need to adapt training offer to the changing labour market needs that demand lifelong training.

W4. Low recruitment of students from outside Galicia.

W5. Poor foreign language competence of university community members, essential for competitiveness in the field of teaching, administration, research, knowledge transfer, and especially, for student employability.

W6. Master's degrees offer is poorly planned and hardly professional.

W7. Teaching-learning processes are poorly integrated and, often unrelated to new methodologies and pedagogical innovations.

W8. Insufficient remote (on-line) teaching offer.

W9. Difficulties to recruit the necessary personnel to form and strengthen research groups. Low recruitment and attraction of researchers trained outside Galicia. Insufficient recruitment of trained personnel in the humanistic, legal-social and technological fields.

W10. Poor support, integration and cooperation between research groups to avoid redundancies and seek synergies. Not enough interdisciplinary research projects.

W11. Poor competitiveness in research, both nationally and internationally. Moderate success in European framework research and development programs.

W12. Lack of mechanisms and personnel to support management of research groups.

W13. Lack of a culture to protect intellectual property arising from research results in certain areas.

W14. Insufficient definition of management processes and poor interconnection between the different services.

W15. Little diversification of financing sources.

W16. Inefficient use of spaces.

W17. Intra-campus and inter-campus distances, meaning loss of resources and time.

W18. Poor coordination between public and private institutions, in cultural and common cooperation projects.

W19. Ignorance of the attractions and advantages of Galicia.

W20. Information dissemination shortcomings both internally and externally towards the various stakeholder groups.

W21. Excessive rigidity of certain IT tools.

W22. Lack of centralised, adapted, accessible and reliable information on UVigo's research, transfer and international cooperation.

W23. This creates problems for information exchange between services and the ability to make decisions, etc.

W24. Presence of architectural barriers that limit accessibility and hamper movement around campuses and their infrastructures.

W25. Deficient maintenance of university infrastructures.

W26. Poor development and integration of inclusive measures. W26. Ageing teaching, research, administrative and services staff.

W27. Deficient organisation of comprehensive training plans for UVigo staff (teaching, research, and administrative) in line with changing needs.

W28. Need for continuous improvement in some information portals and corporate IT tools insofar as interface, user experience, internationalisation and accessibility are concerned.

Strengths

S1. Cadre of teaching and research staff suitable for the university's current needs and with ability to adapt to future changes.

S2. Ranking occupied by the Universidade de Vigo in the different research classifications is generally higher than what would correspond to its size, age and funding.

S3. Presence of highly competitive research staff and research groups, with experience in public and private, national and international calls. Quality research.

S4. High number of internship agreements signed with companies and institutions.

S5. Degree offer well suited to social demands, which results in a high percentage of seats covered.

S6. Strong institutional commitment to the environment.

S7. Important offer of cultural and sports activities, as well as, of social action and artistic production programs.

S8. Advantageous position for increasing internationalisation due to language and cultural proximity to other countries, especially with Latin America and Portuguese-speaking countries.

S9. High number of Erasmus exchanges involving teaching and research staff, students and administrative and services staff.

S10. The Language Centre provides UVigo with its own tool to support internationalisation.

S11. Strategic position within the Galicia-North of Portugal Euro-region.

S12. The Universidade de Vigo is an institution committed to equality in all areas.

S13. High capacity for knowledge transfer.

S14. High number of visiting researchers, presence of an internationalisation plan, and experience in international projects.

S15. Research support centres (CAI) provide UVigo's research groups with tools and means impossible to acquire individually.

S16. Own scholarship system to supplement external support for students and research staff.

S17. Well-established quality system consisting of national and international accreditations and seals of excellence in services, centres and human resources.

S18. Sound integration of the Pontevedra and Ourense campuses into the social and cultural agenda of these cities.

S19. Equipment and technological knowledge to implement remote teaching.

S20. Presence of a Scientific Culture and Innovation Unit in the Universidade de Vigo.

S21. Enough administration and services staff (PAS) with high training and capacity.

S22. Quick response capacity to provide urgent organisational solutions with the help of information technologies.

External diagnosis

Threats

T1. Social undervaluation of university degrees upon questioning their usefulness to access the labour market, with special relevance to postgraduate studies.

T2. Rise of English as a lingua franca in the international arena.

T3. Pressure to immediately adapt academic offer to a productive fabric in constant transformation.

T4. Lack of stable funding for research groups.

T5. Increasing competition from other Galician University System public universities, private universities, and on-line universities to attract students from Galicia and abroad.

T6. High student transportation costs to the Vigo (As Lagoas, Marcosende) campus.

T7. Increasing social valuation of vocational education training courses making them a competitive alternative to university offer.

T8. Certain deficiencies in student training and university access procedures make teaching work difficult.

T9. Loss of students due to delays in awarding scholarships.

T10. Negative impact of the SUG's announcement of new degree programs.

T11. Possible lack of expected demand for the new degrees proposed.

T12. Excessive orientation of training offer towards employability and less attention to other intrinsic university functions.

T13. Restrictions and rigidity imposed by financing.

T14. Loss of university leadership as the driving force of knowledge and as a cultural hub in today's society.

T15. Limited representation of the Universidade de Vigo in international forums.

T16. Insufficient economic management and justification of national and international projects.

T17. Research dependent on external funding factors (political, economic, etc.).

T18. Presence of regional competitors with greater capacity than ours for obtaining patents.

T19. Offers such as those proposed by Google (Google Career Certificates) or by Microsoft (Microsoft Skills) where competences or certifications are obtained quickly with great demand from companies.

T20. Loss of opportunities in recruitment and talent retention in PDI and PAS, especially in areas of high demand for qualified personnel.

T21. Software and hardware obsolescence problems characteristic to computer systems.

Opportunities

O1. Social prestige the university enjoys that translates into good receptivity of its work.

O2. Dynamic and complex environment that forces continuous change (remote teaching, development of the knowledge society, expansion and use of ICT in teaching, etc.).

O3. Better student training in use of new technologies increases teaching possibilities.

O4. Development of new, user-friendly technologies for students, increase teaching possibilities and growth of remote teaching.

O5. Presence of important technological centres near the Universidade de Vigo.

O6. Impact of the Smart Specialisation Strategy of Galicia (RIS3) on training in human resources.

O7. The future City of the Sea will launch the city and its surroundings into the field of marine research.

O8. Progress in ICT may have an impact on improving management efficiency and flexibility (electronic administration).

O9. Increasing awareness in society towards ongoing life-long training for people.

O10. The need for constant innovation will intensify the university-enterprise relationship.

O11. New financing plan to be negotiated soon with the Xunta de Galicia.

O12. Quality of life in Galicia (security, gastronomy, tourism, climate...) can be a key factor in attracting foreign students.

O13. Launch of the degree map of the Galician university system.

O14. Return of people linked to emigration due to the political and social situation in Latin America.

O15. Upcoming connection of Galicia by fast train with the mainland.

O16. Fees for official titles are among the lowest in Spain.

O17. Geographical location of the Universidade de Vigo and improvement in connections within the Euro-region.

O18. Presence of the Vigo-Oporto Atlantic Corridor.

O19. Foreseeable growth of highly specialised sectors in which UVigo is a source of expert knowledge.

O20. Research related to improving the quality of life of the elderly.

O21. Improvement and enhancement of the relations between UVigo's research groups and the Atlantic Axis universities.

O22. Development of the figure of project manager.

O23. Start of the new Horizon Europe Plan in 2021.

Mission and vision

Mission

Contribute to the improvement of people's lives and their socio-economic environment through teaching, research and the transfer of knowledge.

Vision

The Universidade de Vigo is a public, autonomous institution, open to the environment and with an international vocation, which promotes equality, plurality, accessibility, sustainability, transparency, economic progress and social welfare in Galicia.

It pursues this challenge through quality teaching and research, which will contribute to the creation and transfer of knowledge to the socio-economic and business fabric, as well as, to comprehensive training of people, development, innovation and intellectual growth of the multicultural and multilingual society in which it lies.

UVigo aims to be a university characterised by a transparent and participative government, focused on the comprehensive satisfaction of students and staff, on talent recruitment and greater international recognition in the humanities, legal-social, experimental sciences, health sciences, and engineering fields.

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Strategic axes

After performing the internal and external diagnosis of UVigo through SWOT analysis and after defining its mission and vision, the next stage consists of identifying the strategic axes that will guide the strategic planning structure.

Training

FORMACIÓN

The Universidade de Vigo is above all an institution that trains students. We therefore feel that the first strategic axis must be training. This section contains all objectives related to qualifications, teaching and improving teaching resources and means.

Research and transfer

INVESTIGACIÓN E TRANSFERENCIA

UVigo must pursue excellence in research and transfer as pillars of its future strategy. The key steps to improving University ranking in its region, and in the national and international scenarios are improving the quality of its research and transfer, making results more accessible to society, improving recruitment of talent and resources.

Persons

PERSOAS

A Universidade de Vigo is formed above all of people. One cannot undertake strategic planning without taking into account the personal and professional development of all members of the university community. Improving the lives of people that make up UVigo is a priority axis of this plan.

Organisation and resources

ORGANIZACIÓN E RECURSOS

The efficient use of existing resources and the capture of new ones is essential to achieving any goal, besides the creation of the necessary structures and mechanisms for their optimum use.

Relationship with society

RELACIÓN COA SOCIEDADE

UVigo is an institution with full vocation to serve the society in its geographic area and, therefore, its relationship with the environment is a strategic priority.

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Values and identity

Although the strategic axes presented in the previous section define specific university action areas, there are also transversal axes that act on almost all strategic axes and constitute strategic directions that must set the course of the university in the coming years. These directions somehow represent the **values and identity** of the Universidade de Vigo during this new period.

These values should not be interpreted as excluding elements, but are complementary to all the others and give our institution its own identity and personality.

Promotion of the Galician language

Galician is the language of the Universidade de Vigo and Galicia and therefore its use must be encouraged. Training in the Galician language will not only promote its use, but also research into the Galician language and culture, and its projection abroad.

FOMENTO DA LINGUA GALEGA

Defence of equality

The pursuit of full equal treatment and opportunity between men and women is a unique value of our institution. UVigo assumes the strategic commitment to actively defend equality at all levels and in all areas of action.

DEFENSA DA IGUALDADE

Internationalisation

Internationalisation is a transversal process that requires all processes and all actions to take into account a wider perspective than just local or national. It is not limited to the mobility of members of the university community, but requires a change in the formulation of all university activities. We need to institutionalise the international dimension of the Universidade de Vigo by taking advantage of our privileged position from linguistic, historical, social and cultural points of view in Latin America and the Portuguese-speaking countries.

INTERNACIONALIZACIÓN

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Sustainability (2030 Agenda)

The Universidade de Vigo is a socially responsible institution and, as such, must serve as an active agent for compliance with the sustainable development goals (SDGs) of the United Nations 2030 Agenda. Therefore, the strategic planning presented in this plan is also organised around the 17 SDGs.

1 FIN DA POBREZA	2 FAME CERO	3 SAÚDE E BENESTAR	4 EDUCACIÓN DE CALIDADE	5 IGUALDADE DE XÉNERO
6 AUGA LIMPA E SANEAMENTO	7 ENERXÍA ACCESIBLE E NON CONTAMINANTE	8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO	9 INDUSTRIA, INNOVACIÓN E INFRAESTRUTURA	10 REDUCIÓN DAS DESIGUALDADES
11 CIDADES E COMUNIDADES SOSTIBLES	12 PRODUCIÓN E CONSUMO RESPONSABLES	13 ACCIÓN POLO CLIMA	14 VIDA SUBMARINA	15 VIDA DE ECOSISTEMAS TERRESTRES
16 PAZ, XUSTIZA E INSTITUCIÓNS SÓLIDAS	17 ALIANZAS PARA ACADAR OS OBXECTIVOS			

OBXECTIVOS DE DESENVOLVEMENTO SOSTIBLE

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Objectives, actions and indicators

Objective 1. Promote a multilingual, sustainable and high-quality undergraduate and postgraduate offer, in both face-to-face and on-line formats, to cater to the demand from society

Strategic axis	Value/identity
FORMACIÓN INVESTIGACIÓN E TRANSFERENCIA	FOMENTO DA LINGUA GALEGA INTERNACIONALIZACIÓN DEFENSA DA IGUALDADE

2030 Agenda

4 EDUCACIÓN DE CALIDADE   5 IGUALDADE DE XÉNERO   8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO   9 INDUSTRIA, INNOVACIÓN E INFRAESTRUTURA

Actions	Indicators
Prepare a degree offer map specific to the Universidade de Vigo, taking into account campus specialisations.	- Number of degrees taught on each campus related to their specialisation.
Develop new and attractive degrees in all branches of knowledge.	- Number of new degrees implemented in a period broken down by branches of knowledge. - Demand indicators of these new degrees (student numbers, preference...). - Number of job offers according to profile.
Progressively implement fully on-site degrees or partly on-line ones.	- Evolution of the number of UVigo degrees taught in semi-face-to-face mode or in on-line mode.
Include mandatory specific content of a transversal nature in aspects such as digital and information competences, equality, sustainable development, entrepreneurship, social commitment, inclusion... (2030 Agenda sustainable development goals).	- Number of degrees verified or modified in accordance with competences linked to the aspects indicated. - Number of transversal competences linked to the SDGs. - Number of credits/degrees in these contents.

NOTE: The main axis of an objective is shown in gold colour. The complementary axes of each objective appear in grey. Annex I presents a table with the distribution of the main and secondary axes for all objectives.

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Objective 2. Develop joint training programs with companies and institutions that improve student employability

Strategic axis			Value/identity		
FORMACIÓN	INVESTIGACIÓN E TRANSFERENCIA	RELACIÓN COA SOCIEDADE	FOMENTO DA LINGUA GALEGA	INTERNACIONALIZACIÓN	DEFENSA DA IGUALDADE

2030 Agenda				
4 EDUCACIÓN DE CALIDADE	5 IGUALDADE DE XÉNERO	8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO	9 INDUSTRIA, INNOVACIÓN E INFRAESTRUTURA	17 ALIANZAS PARA ACADAR OS OBXECTIVOS

Actions	Indicators
Set up a training offer following the dual (university/enterprise) model.	- Number of dual training programs at the Universidade de Vigo.
Develop joint and economically sustainable training programs.	- Percentage of joint (university-enterprise) training programs active after three years of implementation. - Difference between income and expenses generated by a joint training program.
Strengthen and encourage external internships, as well as bachelor's and master's dissertations (TFG, TFM) and doctoral theses to improve connection with society.	- Percentage of students in academic internships (curricular and extracurricular) in an academic year. - Level of satisfaction with curricular and extracurricular academic internships. - Number of students in external internships. - Number of bachelor's, master's dissertations and theses carried out in collaboration with external entities.
Improve development of transversal and digital competences, including the gender perspective: multilingualism, leadership, teamwork, problem solving...	- Number of degrees verified or modified in accordance with competences linked to the aspects indicated. - Level of satisfaction of employers with these competences. - Results of these sections in external internships surveys.
Expand and promote actions aimed at employment and entrepreneurship on the three campuses.	- Number of employment promotion activities developed by UVigo

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Objective 3. Develop an offer of own degrees, in both face-to-face and on-line formats, which responds to the needs of our society

Strategic axis	Value/identity
FORMACIÓN ORGANIZACIÓN E RECURSOS	FOMENTO DA LINGUA GALEGA DEFENSA DA IGUALDADE

2030 Agenda

4 EDUCACIÓN DE CALIDADE 8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO 17 ALIANZAS PARA ACADAR OS OBXECTIVOS

Actions	Indicators
Plan an offer of own degrees: life-long (external and internal) professional training, seniors' program, and complementary training.	- Number of own degrees.
Design and implement on-site, partly-on-site and on-line training actions and improve their visibility in the socio-economic environment	- Number of courses held in each of the modalities. - Number of people enrolled in such courses. - Number of open training actions (Massive Online Open Courses [MOOC], short videos, etc.) available at the Universidade de Vigo each academic year.
Develop innovative training modalities and encourage open content.	- Number of participants in the open training actions implemented by UVigo, and demographic and geographic diversity.

Universida~de~Vigo

Objective 4. Enhance recognition of quality teaching activity and establish innovative teaching mechanisms, as well as, ongoing improvement in teacher training

Strategic axis	Value/identity

2030 Agenda

Actions	Indicators
Enhance the development of competences and transversal capacities in teachers, with special emphasis in the field of educational methodologies, pedagogy and the use of digital resources.	- Number of training actions on this subject held within the framework of the teacher training plan within a time frame (year). - Number of persons enrolled and percentage of teachers trained in these courses.
Develop a teaching innovation plan and create the necessary platforms for its management and effective use.	- Evolution of the number of teaching innovation initiatives and the number and percentage of participating teachers. - Number of teaching innovation groups created. - Number of platforms created.
Foster a quality culture within the teaching and student evaluation framework.	- Number of initiatives held for the promotion of quality teaching. - Number of PDI staff with reputation in educational matters. - Teaching and student learning process assessment, marking, and quality regulations.
Create a repository of teaching resources. Socialisation of teaching experiences among PDI.	- Number of participants and amount of shared resources

Objective 5. Boost internationalisation and multiculturalism

Strategic axis			Value/identity	
FORMACIÓN	ORGANIZACIÓN E RECURSOS	RELACIÓN COA SOCIEDADE	FOMENTO DA LINGUA GALEGA	INTERNACIONALIZACIÓN

2030 Agenda

4 EDUCACIÓN DE CALIDADE | 17 ALIANZAS PARA ACADAR OS OBXECTIVOS

Actions	Indicators
Improve language level of the university community using resources available at the Universidade de Vigo, in line with the field of specialisation.	- Number of persons per profile taking courses at the Language Centre.
Develop a new internationalisation plan.	- Approval of a new internationalisation plan by the governing council.
Promote international attraction of students, PDI, and PAS staff, and their mobility through exchange programs and international stays.	- Mobility indicators of PDI and PAS staff, and students. - Number of persons in international programs.
Foster collaboration with universities in the Euro-region.	- Number of agreements signed with universities in the Euro-region.
Promote international double degrees.	- Number of double degrees with participation of foreign universities.
Translate and adapt contents to English, especially in web applications, both ones that have a greater impact on the external image (portals and service home pages) and internal ones (for example virtual secretariat).	- Number of applications, portals and processes available in English, as well as usage statistics.
Promote approval of a new internationalisation plan by the Governing Council.	- Indicators defined in the new Internationalisation Plan.

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Objective 6. Improve the Universidade de Vigo's internal image and ranking at national and international levels

Strategic axis			Value/identity	
RELACIÓN COA SOCIEDADE	ORGANIZACIÓN E RECURSOS	PERSOAS	FOMENTO DA LINGUA GALEGA	INTERNACIONALIZACIÓN

2030 Agenda

4 EDUCACIÓN DE CALIDADE   17 ALIANZAS PARA ACADAR OS OBXECTIVOS

Actions	Indicators
Define communication campaigns and marketing strategies to advertise the university nationally and internationally. Promote the image and knowledge of the Universidade de Vigo.	- Visibility ratings.
Design a dissemination plan for academic offer and its possibilities, with special emphasis on student recruitment.	- Internationalisation plan: compliance with indicators defined in the plan. - Communication plan: compliance with indicators defined in the plan. - Access profile of new students. - Number of institutional dissemination and marketing campaigns carried out per academic year.
MEET program: mentoring of incoming students, paying special attention to first-year students. Define the rules for the mentoring program.	- Percentage of centres and degrees covered by the program, in accordance with its rules (redefinition of the program). - Number of participants in the MEET program.
Highlight outstanding profiles of graduates to promote their visibility.	- Number of campaigns to display alumni in relevant positions.
Create scientific dissemination content in a language that is close and accessible to the entire university community.	- Number of events and scientific dissemination actions provided to the entire university community. -
Elaborate a communication plan relating to the offer of R&D&I, knowledge transfer and international cooperation.	- Indicators defined in the new Communication Plan.

Objective 7. Increase fund-raising through national and international calls

Strategic axis			Value/identity	
RELACIÓN COA SOCIEDADE	FORMACIÓN	ORGANIZACIÓN E RECURSOS	FOMENTO DA LINGUA GALEGA	INTERNACIONALIZACIÓN

2030 Agenda
4 EDUCACIÓN DE CALIDADE   17 ALIANZAS PARA ACADAR OS OBXECTIVOS

Actions	Indicators
Organise information and training events on writing applications for national and international projects in low success rate areas.	- Success rate in calls, total national and European funds raised.
Organise informative events on the new Horizon Europe program and about other European calls.	- Number of events organised. -
Establish an information channel on existing European calls.	- Number of newsletters in the International Projects Office.

Objective 8. Stimulate public-private collaboration

Strategic axis				Value/identity	
RELACIÓN COA SOCIEDADE	FORMACIÓN	INVESTIGACIÓN E TRANSFERENCIA	PERSOAS	FOMENTO DA LINGUA GALEGA	INTERNACIONALIZACIÓN

2030 Agenda
4 EDUCACIÓN DE CALIDADE   8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO   9 INDUSTRIA, INNOVACIÓN E INFRAESTRUTURA   17 ALIANZAS PARA ACADAR OS OBXECTIVOS

Actions	Indicators
Create enterprise-university joint ventures	- Number of joint ventures created.
Advocate company-university chairs.	- Number of chairs.
Promote patronage.	- Funds raised through patronage.
Design mechanisms to enhance crowdfunding	-Funds raised through crowdfunding.

Objective 9. Reinforce the Universidade de Vigo's leadership as the knowledge creation and transfer agent, and as the driving force for social development through cooperation with public and private entities

Strategic axis	Value/identity

RELACIÓN COA SOCIEDADE   FORMACIÓN   INVESTIGACIÓN E TRANSFERENCIA   PERSOAS   FOMENTO DA LINGUA GALEGA   INTERNACIONALIZACIÓN

2030 Agenda

4 EDUCACIÓN DE CALIDADE   8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO   9 INDUSTRIA, INNOVACIÓN E INFRAESTRUTURA   17 ALIANZAS PARA ACADAR OS OBXECTIVOS

Actions	Indicators
Establish knowledge transfer collaborations with entities in the socio-economic environment interested in implementing solutions to cover their innovation, knowledge or development needs.	- Number of annual knowledge transfer collaborations with entities in the vicinity.
Strengthen entrepreneurship and self-employment mechanisms by supporting the creation of university community initiatives.	-Percentage of self-employment initiatives generated in cooperation with the Universidade de Vigo that are still active three years after launch. -Number of spin-off companies created.
Organise events with economic and social agents in the area.	-Number of events organised.
Foster agreements, conventions and cooperation programs with companies and Galician institutions.	-Number of agreements, contracts and cooperation programs.
Advocate the countryside as a driver of social development.	

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Objective 10. Promote agile and effective administrative management that is transparent and closer to citizens

Strategic axis		Value/identity
ORGANIZACIÓN E RECURSOS	RELACIÓN COA SOCIEDADE	INTERNACIONALIZACIÓN

2030 Agenda

4 EDUCACIÓN DE CALIDADE	16 PAZ, XUSTIZA E INSTITUCIÓNS SÓLIDAS

Actions	Indicators
Establish procedures, merge the different administrative management processes applied in each centre or service for the same operation, and promote a common single window. Study the methods and procedures to establish common work groups among the services staff that enhance coordination and collaboration between people, in order to facilitate university management.	- Number of operational procedures in the website.
	- Number of work groups created.
Establish a policy for updating and adapting computer applications that affect normal management.	- Implementation and progress of the Universidade de Vigo's professionalisation plan.
Prepare a services catalogue aimed at advertising services offered by the different management units.	- Percentage of services catalogues approved by the management units.
Define and implement the assessment tools for university services.	- Annual service evaluation results.
Implement a management system that facilitates identification, coordination and implementation of the institution's technological needs.	- Level of progress in implementation of information security and interoperability policies.
Improve accessibility to ICT services by moving towards universal accessibility.	- Percentage of IT systems that fulfil accessibility requirements.
Guarantee compliance with the public administrations Digital Transformation Plan	- Indicators defined in the Digital Transformation Plan.

Objective 11. Improve and manage university infrastructures in an efficient and sustainable manner

Strategic axis	Value/identity
ORGANIZACIÓN E RECURSOS — RELACIÓN COA SOCIEDADE	FOMENTO DA LINGUA GALEGA

2030 Agenda

11 CIDADES E COMUNIDADES SOSTIBLES · 12 PRODUCIÓN E CONSUMO RESPONSABLES · 13 ACCIÓN POLO CLIMA · 15 VIDA DE ECOSISTEMAS TERRESTRES

Actions	Indicators
Optimise management and use of teaching and research spaces.	- Complaints, suggestions and compliments (CSC) related to infrastructure (spaces, architectural barriers, accessibility, building maintenance ...).
Conserve, manage and renew the infrastructures of the 3 campuses meeting criteria of maintenance, accessibility, sustainability, security and risk prevention.	- Satisfaction index of PAS and PDI staff, and students with infrastructures.
Improve computer security and access to-Analytical study of data security UVigo information, data and publications.	- Analytical study of data security UVigo in the university.

Objective 12. Reduce distance and travel time between city centres and the campuses

Strategic axis	Value/identity
ORGANIZACIÓN E RECURSOS — RELACIÓN COA SOCIEDADE — PERSOAS	

2030 Agenda

11 CIDADES E COMUNIDADES SOSTIBLES · 12 PRODUCIÓN E CONSUMO RESPONSABLES · 15 VIDA DE ECOSISTEMAS TERRESTRES

Actions	Indicators
Move centres and services to Vigo city center.	- Average travel time for students from the Vigo campus to city center. - Number of degrees present in the city.
Improve public transport conditions to the campuses.	- Frequency of public transport lines to the campuses and number of transfers required. - Average travel time to each campus.

Objective 13. Establish a university governance and management model based on transparency and ethical behaviour, paying special attention to singularities and the university's social responsibility

Strategic axis			Value/identity		
ORGANIZACIÓN E RECURSOS	RELACIÓN COA SOCIEDADE	PERSOAS	FOMENTO DA LINGUA GALEGA	INTERNACIONALIZACIÓN	DEFENSA DA IGUALDADE

2030 Agenda

5 IGUALDADE DE XÉNERO	10 REDUCIÓN DAS DESIGUALDADES	11 CIDADES E COMUNIDADES SOSTIBLES	12 PRODUCIÓN E CONSUMO RESPONSABLES	15 VIDA DE ECOSISTEMAS TERRESTRES

Actions	Indicators
Develop mechanisms for transparency and good governance, ethical behaviour and monitoring of university activity.	- Number of Complaints, Suggestions and Compliments (CSC) related to transparency and good governance and ethical behaviour of university community members. - Ranking in transparency standards.
Establish management mechanisms to ensure sustainable and socially responsible practices of the Universidade de Vigo's suppliers.	- Number of contracts with external suppliers in accordance with the new plan.
Develop an internal plan for hiring external suppliers with inclusion of clauses and selection criteria based on social responsibility and sustainability.	- Indicators defined in the internal recruitment plan.

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Objective 14. Ensure financial sustainability of the University

Strategic axis	Value/identity

ORGANIZACIÓN E RECURSOS

2030 Agenda

12 PRODUCIÓN E CONSUMO RESPONSABLES

16 PAZ, XUSTIZA E INSTITUCIÓNS SÓLIDAS

Actions	Indicators
Improve decision-making based on cost efficiency criteria.	- Spending efficiency ratios.

Develop analytical accounting.	- Financial management indicators
	  o Percentage of public resources captured/obtained.
	  o Percentage of private resources captured/obtained.
	  o Percentage of Universidade de Vigo resources "released" thanks to more sustainable management that provides return benefits to the institution (circular economy).

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Objective 15. Strengthen research support structures and those of centres

Strategic axis	Value/identity

INVESTIGACIÓN E TRANSFERENCIA	FORMACIÓN	ORGANIZACIÓN E RECURSOS	INTERNACIONALIZACIÓN

2030 Agenda

5 IGUALDADE DE XÉNERO	8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO	12 PRODUCIÓN E CONSUMO RESPONSABLES

Actions	Indicators
Anticipate risks in laboratories and establish a review plan for maintenance of research laboratories.	- Number of laboratories reviewed and number of maintenance actions performed. -
Improve research training for support staff.	- Number of training initiatives and number of staff participants.
Regulatory recognition of research support staff, including a new essential project manager figure, to support centres and research groups.	- Percentage of research support staff regulated in the approved regulations. - Number of project managers hired.
Define the needs of the different university services linked to research, knowledge transfer and international cooperation (OPI, Research Support Service, OTRI and ORI).	- Number of service manuals published.
Request international external evaluations that permit an objective evaluation of the centres and groups.	- Percentage of positive external evaluations held.

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Objective 16. Enhance information exchange between the different research support structures and between these and the research staff

Strategic axis		Value/identity
INVESTIGACIÓN E TRANSFERENCIA ORGANIZACIÓN E RECURSOS		INTERNACIONALIZACIÓN

2030 Agenda
4 EDUCACIÓN DE CALIDADE   8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO

Actions	Indicators
Design harmonisation systems and interconnected work procedures	- Number of procedures designed.
Strengthen coordination between centres and the R&D groups and management services.	- Number and types of coordination actions held.

Objective 17. Design an accessible and reliable information system related to the field of research that facilitates decision making

Strategic axis		Value/identity
INVESTIGACIÓN E TRANSFERENCIA FORMACIÓN ORGANIZACIÓN E RECURSOS		INTERNACIONALIZACIÓN

2030 Agenda
4 EDUCACIÓN DE CALIDADE   8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO   13 ACCIÓN POLO CLIMA   14 VIDA SUBMARINA   15 VIDA DE ECOSISTEMAS TERRESTRES

Actions	Indicators
Identify information needs in research, knowledge transfer, and international cooperation.	- Number of needs registered.
Prepare databases and reports by compiling information.	- Database size for writing reports. -
Define indicator set for research, knowledge transfer and international cooperation.	- Number of indicators in the set.
Transmit information related to transparency and management reporting.	- Publication of indicators and of research results transfer.
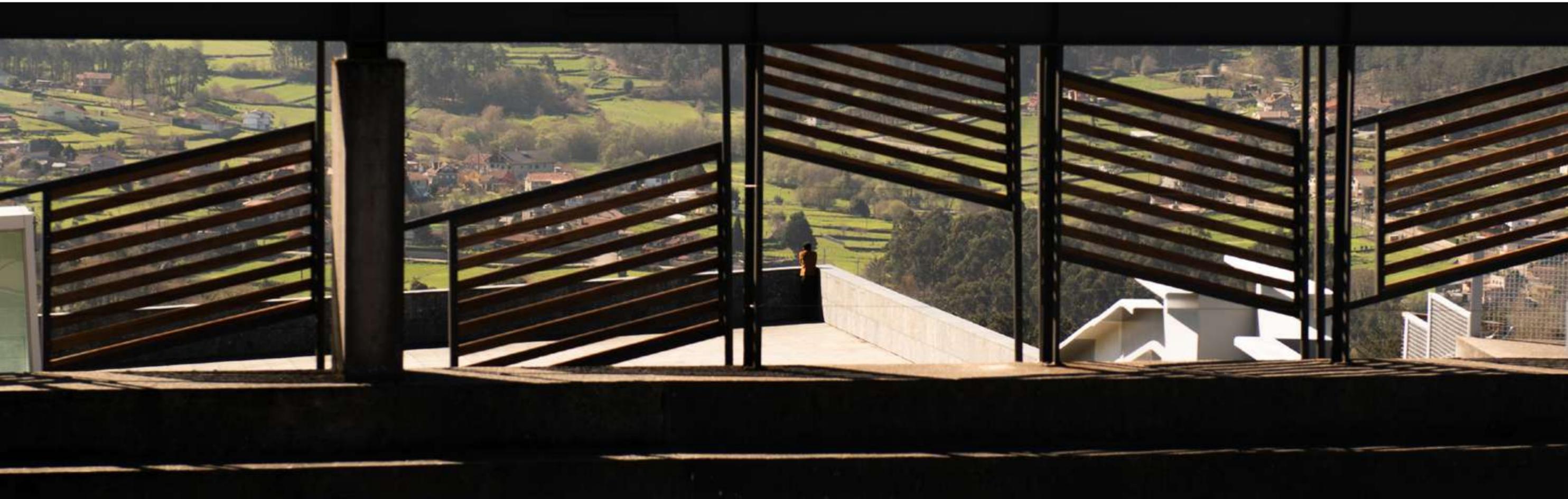
Objective 18. Position the Universidade de Vigo as a benchmark research institution in its geographic area, region and Euro-region

Strategic axis			Value/identity	
INVESTIGACIÓN E TRANSFERENCIA	FORMACIÓN	ORGANIZACIÓN E RECURSOS	FOMENTO DA LINGUA GALEGA	INTERNACIONALIZACIÓN

2030 Agenda

4 EDUCACIÓN DE CALIDADE	8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO	17 ALIANZAS PARA ACADAR OS OBXECTIVOS

Actions	Indicators
Implement the European strategy for human resources in research (HRS4R).	- Renewal of the HR seal (positive EC assessment).
Build a EURAXESS Service Centre (ESC) with local/regional coverage.	- ESC (European Commission) accreditation.
Expand the Universidade de Vigo's collaborations with public and private institutions within the framework of the EURAXESS network.	- Number of collaboration projects associated with HR-EURAXESS.

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Objective 19. Open science

Strategic axis	Value/identity

2030 Agenda

Actions	Indicators
Design mechanisms for integration into the open science system.	- Percentage of publications in open access.
Join national and international initiatives to promote open science.	- Number of initiatives to which the Universidade de Vigo joins.
Promote incorporation of the scientific production of the University of Vigo into the Investigo open access institutional repository.	- Number of documents filed in the Investigo institutional repository. - Number of Investigo promotion activities in other open access activities.
Update and promote the dual publication system of the UVigo Publications Service.	- Number of accesses and downloads of dual publications from the UVigo Publications Service.
Update and promote the OJS portal of the journals published by the UVigo Publications Service.	- Number of accesses and downloads of scientific journals published in UVigo's OJS.
Design mechanisms for integration into the open science system.	- Number of documents filed in the Investigo institutional repository.

Universida_{de}Vigo

Objective 20. Promote recognition of quality research activity

Strategic axis			Value/identity
INVESTIGACIÓN E TRANSFERENCIA	FORMACIÓN	ORGANIZACIÓN E RECURSOS	INTERNACIONALIZACIÓN

2030 AGenda

4 EDUCACIÓN DE CALIDADE   8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO   17 ALIANZAS PARA ACADAR OS OBXECTIVOS

Actions	Indicators
Establish a plan for young researchers to stimulate quality research activity.	- Number of initiatives/incentives for young researchers to promote quality research.
Reinforce knowledge and training actions in the use of digital resources, competitive calls, funding sources, particularly in the legal-social and humanities fields.	- Evolution of the number of training initiatives and number of participants.
Implement training in information and scientific communication competences in the different research career stages.	- Number of training actions held.

Universida_{de}Vigo

Objective 21. Enhance and promote international visibility of research activity and transfer of results

Strategic axis				Value/identity
INVESTIGACIÓN E TRANSFERENCIA	FORMACIÓN	RELACIÓN COA SOCIEDADE	ORGANIZACIÓN E RECURSOS	INTERNACIONALIZACIÓN

2030 Agenda

4 EDUCACIÓN DE CALIDADE   8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO   17 ALIANZAS PARA ACADAR OS OBXECTIVOS
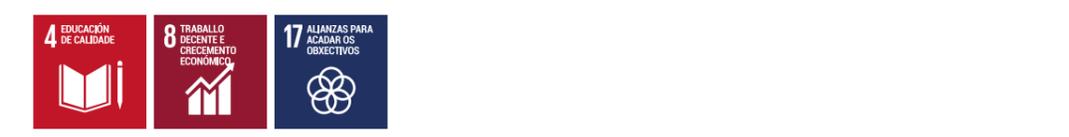
Actions	Indicators
Prepare research activity brochures for international promotional	- Promotional material.
Regulate the identification of UVigo's research staff through ORCID and other identifiers in the scientific field.	- Percentage of UVigo researchers present in ORCID.
Manage institutional identity of the Universidade de Vigo in scientific information databases.	- Number of platforms in which UVigo is present.

Objective 22. Promote coordination of UVigo's research groups to develop multidisciplinary competitive proposals at national and international levels

Strategic axis				Value/identity	
INVESTIGACIÓN E TRANSFERENCIA	FORMACIÓN	RELACIÓN COA SOCIEDADE	ORGANIZACIÓN E RECURSOS	FOMENTO DA LINGUA GALEGA	INTERNACIONALIZACIÓN

2030 Agenda

4 EDUCACIÓN DE CALIDADE   17 ALIANZAS PARA ACADAR OS OBXECTIVOS

Actions	Indicators
Internally disseminate the research lines undertaken by research groups at UVigo.	- Number of events organised. - Number of multidisciplinary proposals.
Inform the university community about the existing information platforms: BIDI, Investigo etc	- Number of actions
Create awareness and stimulate collaboration between multidisciplinary groups.	- Number of actions held.
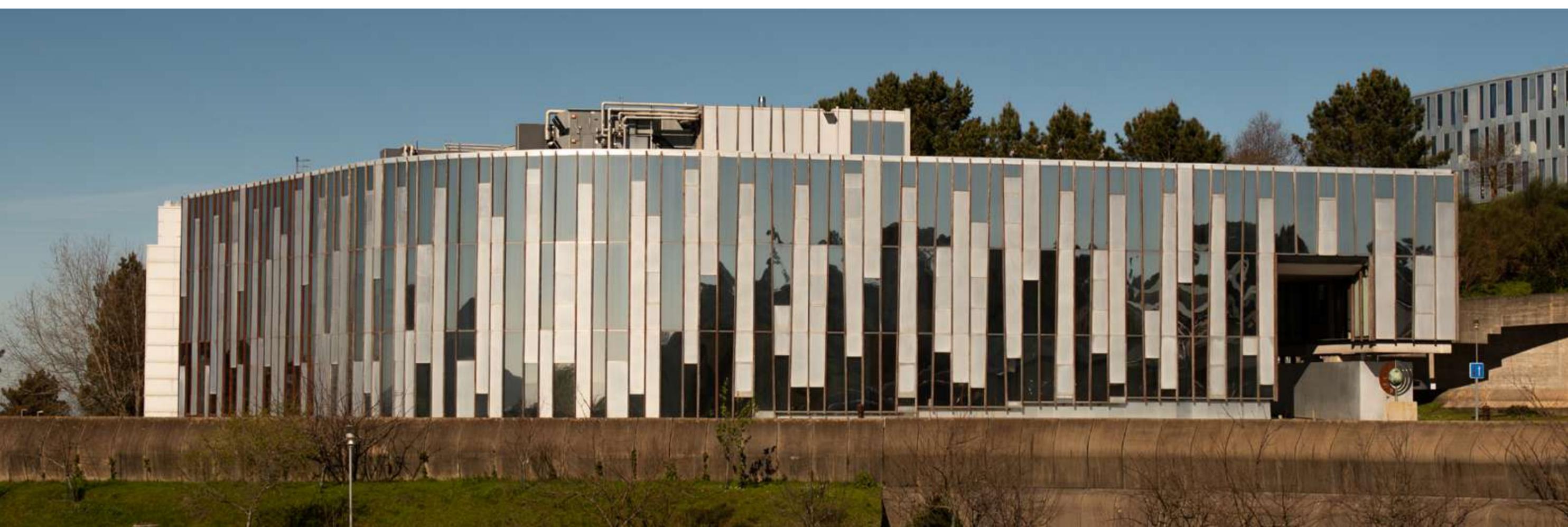
Objective 23. Boost knowledge transfer within the different university spheres

Strategic axis			Value/identity	
INVESTIGACIÓN E TRANSFERENCIA	RELACIÓN COA SOCIEDADE	ORGANIZACIÓN E RECURSOS	FOMENTO DA LINGUA GALEGA	INTERNACIONALIZACIÓN

2030 Agenda

4 EDUCACIÓN DE CALIDADE	8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO	17 ALIANZAS PARA ACADAR OS OBXECTIVOS

Actions	Indicators
Identify knowledge transfer indicators by scope and area.	- Knowledge transfer indicator panel.
Action plan for incentives and for informing research staff about intellectual property protection.	- Number of patents and other intellectual property registrations.

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Objective 24. Foster personal and professional development of the university community

Strategic axis	Value/identity

PERSOAS	ORGANIZACIÓN E RECURSOS		FOMENTO DA LINGUA GALEGA	INTERNACIONALIZACIÓN	DEFENSA DA IGUALDADE

2030 Agenda

3 SAÚDE E BENESTAR · 4 EDUCACIÓN DE CALIDADE · 8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO · 16 PAZ, XUSTIZA E INSTITUCIÓNS SÓLIDAS

Actions	Indicators
Design plans to favour the generational replacement of PDI and PAS within the current legislative framework.	- PDI staff renewal plan. - Inclusion in the list of jobs. - Evolution of the average age of the university's PDI staff.
Implement training itineraries aimed at professional qualification of the PDI and PAS, and development of their professional career.	- Number of training plans. - Progress of the new training plan based on needs diagnosis. - Satisfaction index of training actions held in each academic year.
Study and activate measures that favour reconciliation between work, family and educational life.	- Conciliation plan for university staff.
Update the new professional profiles demanded by the university and their entrance exams.	- New List of Jobs.
Facilitate youth access to PDI staff (AD, CD...).	- Number of new positions offered.

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Objective 25. Attract talented PDI, and PAS staff

Strategic axis				Value/identity	
PERSOAS	FORMACIÓN	RELACIÓN COA SOCIEDADE	INVESTIGACIÓN E TRANSFERENCIA	FOMENTO DA LINGUA GALEGA	INTERNACIONALIZACIÓN

2030 Agenda

4 EDUCACIÓN DE CALIDADE · 8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO · 17 ALIANZAS PARA ACADAR OS OBXECTIVOS

Actions	Indicators
Strengthen high-level PDI staff recruitment programs.	- Percentage of funding allocated to attracting high-level PDI staff. - Number of high-level PDI staff recruited.
Dissemination of recruitment calls in national and international platforms (for example: EURAXESS, HRS4R).	- Percentage of total calls published (EURAXESS).
Establish Open, Transparent and Merit-based Recruitment (OTM-R) for recruitment of research staff attached to projects (HRS4R).	- Percentage of contracts managed by OTM-R processes.
Provide incentives to attend and organise conferences to promote international relations.	- Number of incentives granted for organisation and attendance.
Design a talent recruitment and retention plan that includes innovative benefits, such as those offered in other public administrations and companies.	- Indicators set in the Talent Recruitment and Retention Plan.
Reformulate and/or drastically reduce duration of selection and entrance processes and of waiting lists.	- Comparative ratio of the duration of the new selection processes with respect to those in preceding plan.
Design a staffing plan that responds to the present and future organisational needs of the university in the medium to long term.	- Indicators set in the Talent Recruitment and Retention Plan.
Design a comprehensive policy that facilitates a real professional career, lifelong training and adequate working conditions.	- Indicators set in the Talent Recruitment and Retention Plan.

Objective 26. Attract talented students and guarantee universal access to public university education

Strategic axis			Value/identity
PERSOAS	FORMACIÓN	INVESTIGACIÓN E TRANSFERENCIA	DEFENSA DA IGUALDADE

2030 Agenda
4 EDUCACIÓN DE CALIDADE 5 IGUALDADE DE XÉNERO 10 REDUCIÓN DAS DESIGUALDADES

Actions	Indicators
Encourage recruitment of talented students.	- Study of the origin of the Universidade de Vigo's graduates with the best academic records (analysis broken down by degree). - Evolution of the student access profile in undergraduate and master's degrees.
Incorporate the best teaching and research staff by recruiting doctoral students with a proven curriculum.	- Preference rate. - Number of newly hired faculty with a Ph.D.
Strengthen scholarship program and defend improvement of fees and public prices policy.	- Number of scholars broken down by funder/programme. - Evolution of the amounts allocated to scholarships. - Evolution of public fees.

Universida de Vigo

Objective 27. Define and implement an integrated social responsibility policy that encompasses international cooperation, volunteering, equality, sustainability and attention to diversity

Strategic axis				Value/identity		
PERSOAS	FORMACIÓN	RELACIÓN COA SOCIEDADE	ORGANIZACIÓN E RECURSOS	FOMENTO DA LINGUA GALEGA	INTERNACIONALIZACIÓN	DEFENSA DA IGUALDADE

2030 Agenda

1 FIN DA POBREZA	2 FAME CERO	3 SAÚDE E BENESTAR	4 EDUCACIÓN DE CALIDADE	5 IGUALDADE DE XÉNERO	6 AUGA LIMPA E SANEAMENTO
7 ENERXÍA ACCESIBLE E NON CONTAMINANTE	8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO	9 INDUSTRIA, INNOVACIÓN E INFRAESTRUTURA	10 REDUCIÓN DAS DESIGUALDADES	11 CIDADES E COMUNIDADES SOSTIBLES	12 PRODUCIÓN E CONSUMO RESPONSABLES
13 ACCIÓN POLO CLIMA	14 VIDA SUBMARIÑA	15 VIDA DE ECOSISTEMAS TERRESTRES	16 PAZ, XUSTIZA E INSTITUCIÓNS SÓLIDAS	17 ALIANZAS PARA ACADAR OS OBXECTIVOS	

Actions	Indicators
Develop a corporate social responsibility management policy, including a commitment to environmental sustainability and to supporting volunteerism.	- Corporate social responsibility report of the Universidade de Vigo. - Analysis of the indicators of the sustainable development goals (SDGs). - Ranking in the social responsibility and transparency classifications.
Develop a comprehensive plan within the framework of attention to diversity that guarantees equal opportunities in the university community.	- Diversity attention plan for the entire university community.
Continue with the promotion of the Universidade de Vigo policies and equality plans.	- Gender equality plan of the Universidade de (incorporate specific indicators).

Universida de Vigo

Objective 28. Contribute to digital transformation of the University

Strategic axis	Value/identity

2030 Agenda

Actions	Indicators
Prepare an ICT master plan that includes the analysis of the organisational structure, the services catalogue, the ICT processes map, the project management and development methodologies, and the ICT technical staff training plan.	- Indicators set in the ICT Master Plan.
Implement an IT process management system.	- Percentage of IT services on which the management model is applied.

Objective 29. Encourage campus life activities and associationism

Strategic axis				Value/identity		
PERSOAS	FORMACIÓN	RELACIÓN COA SOCIEDADE	INVESTIGACIÓN E TRANSFERENCIA	FOMENTO DA LINGUA GALEGA	INTERNACIONALIZACIÓN	DEFENSA DA IGUALDADE

2030 Agenda

4 EDUCACIÓN DE CALIDADE | 5 IGUALDADE DE XÉNERO | 8 TRABALLO DECENTE E CRECEMENTO ECONÓMICO | 9 INDUSTRIA, INNOVACIÓN E INFRAESTRUTURA | 17 ALIANZAS PARA ACADAR OS OBXECTIVOS

Actions	Indicators
Establish better communication channels between the university and student associations to integrate them into the university environment.	- Number of impacts in social media of advertising campaigns related to associationism, extracurricular activities and information on student participation.
Establish relations between the associations and the various degree study plans, so that students are directed to associations related to their interests.	- Annual report of the resources allocated to extracurricular student activities (associations, courses, delegations and training activities), facilities used, funding and material.
Provide infrastructure support to associations, by offering them conditioned spaces inside the university where they can carry out their activities.	
Guarantee a subsidy policy for associations that allows them to develop their activities within the university environment and ensure a proportional distribution of resources based on size.	
Improve accessibility during academic and non-academic periods to the three university campuses by facilitating travel and access to the centres and facilities.	- Annual report of the resources allocated to extracurricular student activities (associations, courses, delegations and training activities), facilities used, funding and material.
Increase campaigns to promote student extracurricular activities through social media in various attractive multimedia formats.	- Number of promotional campaigns. - Number of impacts in social media of advertising campaigns related to associationism, extracurricular activities and information on student participation channels.
Establish a common strategy of associationism by encouraging knowledge exchange between stakeholders supported by the university. This will involve the business and research sector and the university will be a means to improve or achieve these relationships.	- Annual report of the resources allocated to extracurricular student activities (associations, courses, delegations and training activities), facilities used, funding and material (actions 2-5, 7).

Methodology to draft the strategic plan

The following procedure was followed for drawing up the Strategic Plan approved by the Senate:

- Stage 1. Strategic analysis by the Senate management committee, as the responsible body.
- Stage 2. Strategic drafting through the work of specific committees.
- Stage 3. Validation.
- Stage 4. Debate and approval by the Senate, the Governing Council and the Social Council in that order.

The Strategic Plan of the Universidade de Vigo was directed by a steering committee appointed by the Senate. This committee, chaired by the rector, drew up a draft text that had to be approved by the different bodies.

In order to increase the participation of internal and external agents and to cover the different university aspects in detail, the steering committee proposed the creation of three specific working groups or committees:

- Committee 1. Academic organisation, degrees, and internationalisation.
- Committee 2. Research, transfer, and international cooperation.
- Committee 3. Infrastructure, management, relationship with the surroundings, and sustainability.

Composition of the committees

Each of these three committees was formed by members of the current governing team, agents linked directly to the university (administrative managers, heads of service, heads of research groups, etc.), PDI, PAS, and student members, as well as, representatives of the Social Council and society. The work carried out by these committees was sent to the steering committee to incorporate them into the draft strategic plan.

The preparation of a strategic plan is, to a large extent, a work of reflection, self-criticism and innovation that can only be done from the institution itself and its stakeholders. However, an essential part of this work involved the use of external references, indicators, reports, etc. such as:

- Universidade de Vigo's 2008-2012 strategic plan.
- Strategic plans of other national universities.
- Strategic plans of other foreign universities.
- Conference of Spanish University Rectors (CRUE) reports (crue.org/SitePages/Informes-y-Posicionamientos.aspx).
- Universidade de Vigo figures and internal reports, from the Analysis and Programs Unit (bit.ly/2XQLno5).
- RIS3 website of the Xunta de Galicia (ris3galicia.es).
- Website of the United Nations 2030 Agenda for sustainable development (un.org/sustainabledevelopment/es/development-agenda/).

Monitoring and review of plan

The Strategic Plan monitoring committee will annually review the progress and implementation of the strategic actions and level of achievement of the objectives.

The implementation process of the plan will annually review its systematic assessment, conception, implementation and results. This information will be compiled into the monitoring report of the Universidade de Vigo's Strategic Plan.

Composition of monitoring committees

The Strategic Plan monitoring committee will be approved by the Governing Council after obtaining maximum representation from the fields, campuses and university groups.

Functions of the monitoring committees

The Governing Council and the monitoring committee will jointly establish its functions which may include:

- The preparation of the following reports:
    - Annual monitoring and review. This will consist of an analysis and a review of short-term results.
    - Interim review. This will be drawn up upon completion of half of the plan's term, where the objective is to undertake appropriate adjustment actions according to established criteria, in order to guide future measures.
    - Final review. This will include a two-fold objective: have a reference element for subsequent actions, and have an overall assessment of achievements and results.

- Propose guidelines to achieve the objectives and establish priorities among the actions foreseen therein.

- Carry out the proposed review or update of the objectives, actions and indicators when deemed appropriate.

- Request the information needed from the different university services to perform proper monitoring of the plan.

Processing of the plan

- The Senate approved the procedure for drawing up the Strategic Plan in a meeting held on 6 February 2019, in its point 5 of the agenda.

- Work on the implementation of the plan began at the Senate meeting held on 5 July 2019 with the appointment of the management committee members.

- The Senate meeting of 13 October 2020 announced the termination of the first draft and its subsequent public debate over a 1-month period to receive amendment suggestions.

- On 10 December 2020, the Strategic Plan steering committee met to review amendments and incorporate changes.

- On 16 December 2020, the Senate approved the draft Strategic Plan.

- The Governing Council, in its meeting of 21 December 2020, debated and approved the draft Strategic Plan.

- The Social Council of the Universidade de Vigo, debated and approved the draft Strategic Plan, on 23 December 2020.

Annex I. Linking strategic axes with objectives

	FORMACIÓN	INVESTIGACIÓN E TRANSFERENCIA	PERSOAS	ORGANIZACIÓN E RECURSOS	RELACIÓN COA SOCIEDADE	FOMENTO DA LINGUA GALEGA	DEFENSA DA IGUALDADE	INTERNACIONALIZACIÓN
Objective 1. Promote a multilingual, sustainable and high-quality undergraduate and postgraduate offer, in both face-to-face and on-line formats, to cater to the demand from society	✓	✓				✓	✓	✓
Objective 2. Develop joint training programs with companies and institutions that improve student employability	✓	✓		✓		✓	✓	✓
Objective 3. Develop an offer of own degrees, in both face-to-face and on-line formats, which responds to the needs of our society	✓			✓		✓	✓	
Objective 4. Enhance recognition of quality teaching activity and establish innovative teaching mechanisms, as well as, ongoing improvement in teacher training	✓	✓		✓		✓		
Objective 5. Boost internationalisation and multiculturalism	✓			✓	✓	✓		✓
Objective 6. Improve the Universidade de Vigo's internal image and ranking at national and international levels			✓	✓	✓	✓		✓
Objective 7. Increase fund-raising through national and international calls		✓		✓	✓	✓		✓
Objective 8. Stimulate public-private collaboration	✓	✓	✓		✓	✓		✓
Objective 9. Reinforce the Universidade de Vigo's leadership as the knowledge creation and transfer agent, and as the driving force for social development through cooperation with public and private entities	✓	✓	✓	✓		✓		✓
Objective 10 Promote agile and effective administrative management that is transparent and closer to citizens				✓	✓			✓

Universida_{de}Vigo

	FORMACIÓN	INVESTIGACIÓN E TRANSFERENCIA	PERSOAS	ORGANIZACIÓN E RECURSOS	RELACIÓN COA SOCIEDADE	FOMENTO DA LINGUA GALEGA	DEFENSA DA IGUALDADE	INTERNACIONALIZACIÓN
Objective 11. Improve and manage university infrastructures in an efficient and sustainable manner				✓	✓	✓		
Objective 12. Reduce distance and travel time between city centres and campuses		✓		✓	✓			
Objective 13: Establish a university governance and management model based on transparency and ethical behaviour, paying special attention to singularities and the university's social responsibility		✓	✓	✓	✓	✓	✓	✓
Objective 14. Ensure financial sustainability of the University				✓				
Objective 15. Strengthen research support structures and those of centres	✓	✓		✓				✓
Objective 16. Improve information exchange between the different research support structures and between these and the research staff.		✓		✓				✓
Objective 17. Design an accessible and reliable information system related to the field of research that facilitates decision-making	✓	✓		✓				✓
Objective 18. Position the Universidade de Vigo as a benchmark research institution in its geographic area, region and Euro-region	✓	✓		✓		✓		✓
Objective 19. Open science	✓	✓		✓		✓		✓
Objective 20. Promote recognition of quality research activity	✓	✓		✓				✓

	FORMACIÓN	INVESTIGACIÓN E TRANSFERENCIA	PERSOAS	ORGANIZACIÓN E RECURSOS	RELACIÓN COA SOCIEDADE	FOMENTO DA LINGUA GALEGA	DEFENSA DA IGUALDADE	INTERNACIONALIZACIÓN
Objective 21. Enhance and promote international visibility of research activity and transfer of results	✓	✓		✓	✓	✓		✓
Objective 22. Promote coordination of UVigo's research groups to develop multidisciplinary competitive proposals at national and international levels.	✓	✓		✓	✓	✓		✓
Objective 23. Boost knowledge transfer within the different university spheres		✓		✓	✓	✓		✓
Objective 24. Foster personal and professional development of the university community				✓	✓	✓	✓	✓
Objective 25. Attract talented PDI and PAS staff	✓	✓	✓		✓	✓		
Objective 26. Attract talented students and guarantee universal access to public university	✓	✓	✓					✓
Objective 27. Define and implement an integrated social responsibility policy that encompasses international cooperation, volunteering, equality, sustainability and attention to diversity	✓		✓	✓	✓	✓	✓	✓
Objective 28. Contribute to digital transformation of the University	✓	✓	✓	✓	✓	✓		✓
Objective 29. Encourage campus life activities and associationism	✓	✓	✓	✓	✓	✓	✓	✓

Annex II. Glossary of acronyms

AD: Assistant lecturer (PhD)

ASIME: Galician Association of Metallurgical Industries

BIDI: Universidade de Vigo's R&D&I search engine

CAI: Research Support Centres

CD: Temporary Lecturer (PhD)

CEP: Pontevedra Businessmen's Association

SWOT: Strengths, Weaknesses, Opportunities and Threats ESC: EURAXESS Service Centre

HR: Excellence award within the HSR4R program HRS4R: Human Resources Strategy for Researcher

IISGS: Southern Galician Biomedical Research Institute

MEET: Student Mentoring Program

SDGs: Sustainable Development Goals

OJS: Open Journal System

OPI: International Projects Office

ORCID: Open Researcher and Contribution ID

ORI: International Relations Office

OTMR: European Commission. Open Transparent and Merit Based Recruitment

OTRI: Office for Transfer of Research Results

PAS: Administrative and Services Staff

PDI: Teaching and Research Staff

CSC: Complaints, Suggestions and Compliments

RIS3: Smart Specialisation Strategy of Galicia

SUG: Galician University System

TFG: Bachelor's Dissertation

TFM: Master's Dissertation

TI: tecnoloxías da información

TIC: tecnoloxías da información e da comunicación

UMI: unidade mixta empresa-universidade

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