

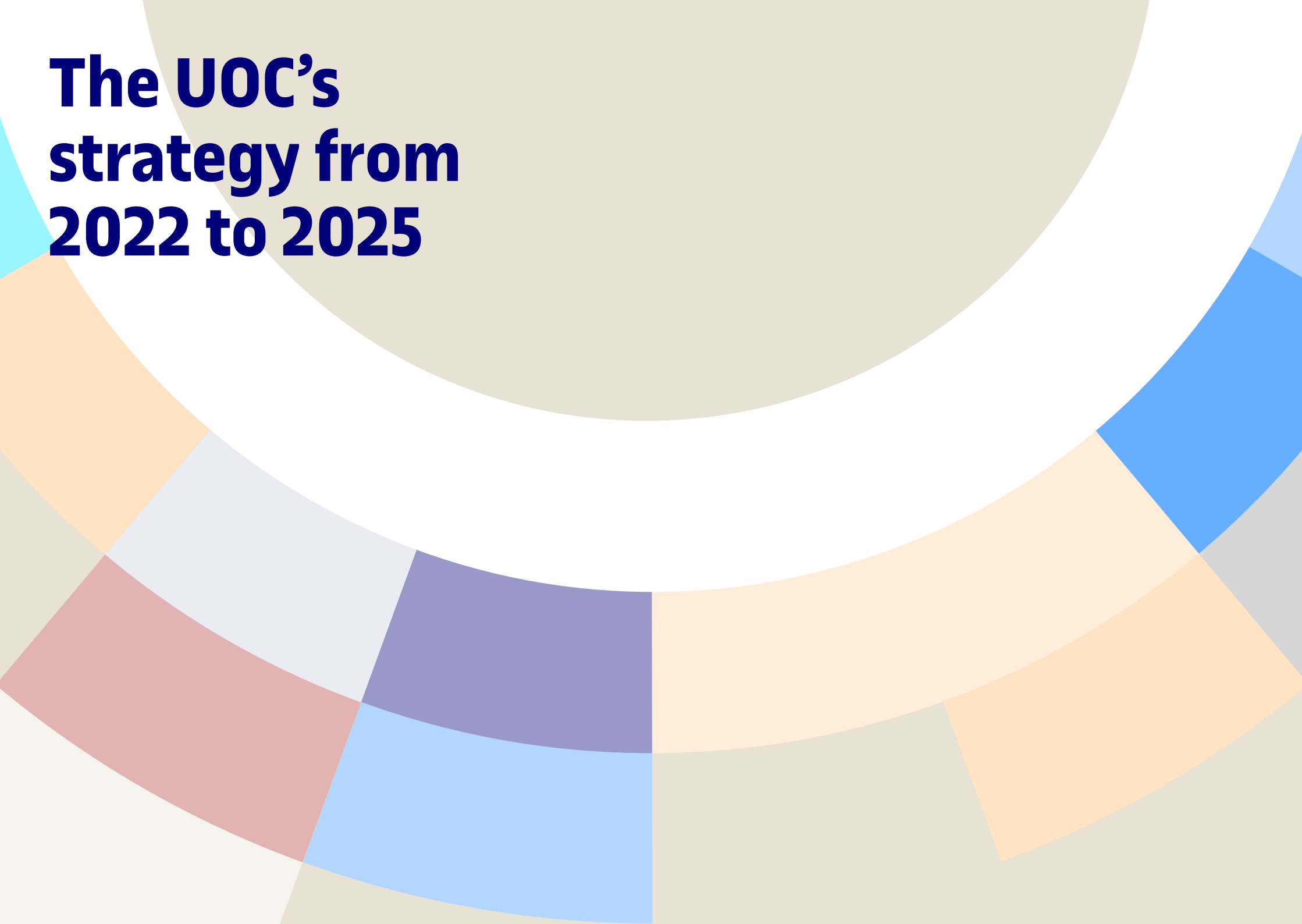
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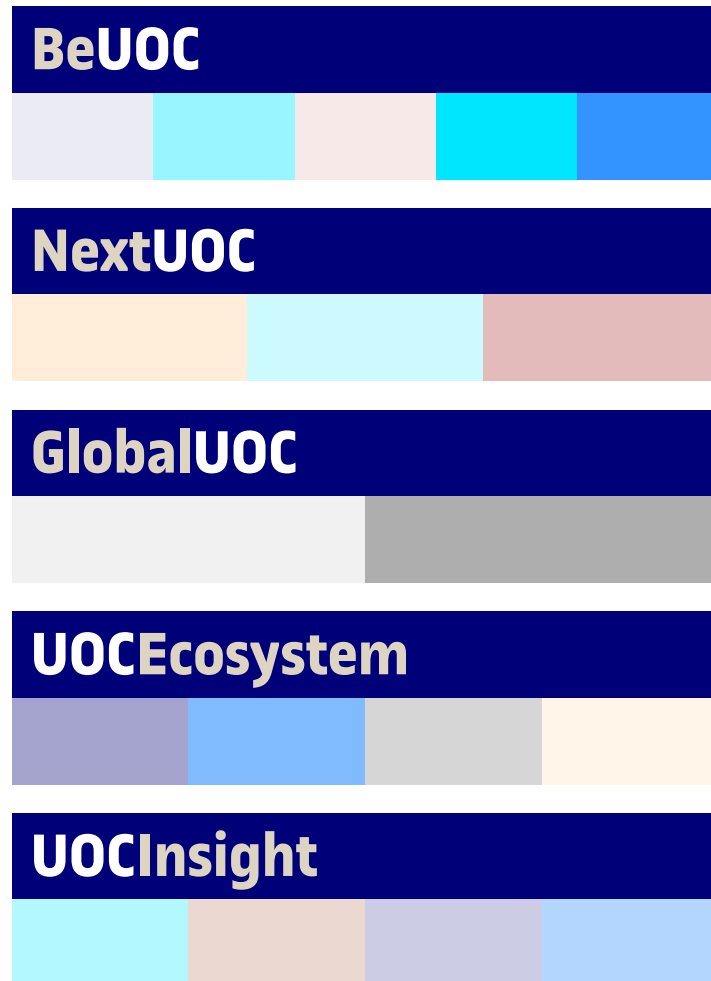
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The UOC's strategy from 2022 to 2025



The UOC's strategy is delivered by a continuum of strategic plans. Since the final quarter of 2019, the UOC has been immersed in designing a new strategic plan for 2022-2025, which takes over from the previous 2014-2021 plan and will be the organization's roadmap for the coming years.

The Strategic Plan's five areas



A participatory process

The 2022-2025 Strategic Plan was drawn up using a process that enabled everyone at the UOC to have their say. Between November 2019 and July 2020, working sessions were conducted with the University's representative bodies (the Student Council, the Alumni Council, the University Council, the UOC entrepreneurship collective and the Strategic Committee).

This deliberative and consultative participatory process was then extended to include all members of staff using the Decidim platform between April and July 2021.



Insights from staff

The design of the new strategic plan sought to involve members of staff as individuals, complementing the participation of their representatives or the groups of which they are members.

As a university, a knowledge-intensive institution, it made more sense than ever to take advantage of the talent of UOC employees when drawing up the new plan. The result has been a process of construction, contribution and joint reflection.

The Strategic Plan's objectives

Add different levels and forms of personalization to the components of the UOC educational model in ways that help students' learning and the continuous improvement of their competencies

Apply the technology and data science (collection, analysis and visualization of data) necessary for the personalization actions, efficiently and effectively

Establish an integrated system for keeping track of trends and market demands, enabling the identification of future needs for education and training

Achieve new quality accreditations for our different area of education and training

Increase our flexibility, agility and interdisciplinarity when it comes to creating and updating the programmes we offer

Incentivize and support research in the knowledge areas of the learning programmes most in demand, and in areas where there are plans to improve, update or create programmes

Highlight within the information made public and the information passed to assessors the factors that set our programmes apart and keep them up-to-date and aligned with society's needs

Improve the UOC's efficiency and sustainability, defining the optimum economic model (balance between public and private revenue) and growth projections for the 2022-2025 period including the necessary revenue and profit targets

Acquire in-depth understanding of the different profiles in our target audience and design a plan for building relationships and loyalty with each profile, including B2C and B2B actions

Improve the UOC's positioning and reputation as a leading provider of high-quality online education

Define a new leadership model, the digital competencies of staff, and the decision-making model

Enhance the UOC's status as an organization that leads the way in developing internal talent and generating loyalty, and is dynamic in attracting external talent

Have our new work culture settled in, this being based on open work principles, asynchronous activity and digitalization

Have our main processes redefined and digitalized, increasing efficiency both internally in terms of organization and externally in terms of relations with third parties (e.g. students or public administrations)

Build a culture of data-driven decision-making

Implement the appropriate data governance policy, including mechanisms guaranteeing internal and external transparency and the FAIR data principles

Ensure that our data meets quality standards and is available and usable, using robust infrastructure

Consolidate the commitment to interdisciplinary research identifying challenges that require stable collaboration between disciplines, in order to maximize the impact

Consolidate our institutional commitment to the transformation of research assessment in the context of the Declaration on Research Assessment (DORA) and the EC future agreement Towards a Reform of the Research Assessment System

Fuel the research activities of people who are talented, motivated and well trained for conducting research

Allocate 5% of the UOC's budget to research programmes

Progress towards a global UOC, in all of the university's areas

Guarantee equity in university activities, including teaching, research, continuing education and administration, as well as equal opportunities in admission, participation and results throughout students' education and their subsequent employment, taking into account their diversities

Drive the UOC's transformation into a hub for open knowledge

Achieve climate neutrality at the UOC by 2030 (with governance and monitoring of quantitative indicators)

Develop actions and activities to adapt to and mitigate climate change

Provide the UOC community with the knowledge, skills and curiosity to lead and be part of the global transition to a more healthy and sustainable future

Develop a comprehensive continuing education plan, offering a portfolio of courses and programmes that are oriented towards the productive sectors and the societal needs of each region, and enhancing students' employment prospects

Provide students with support and guidance to help them manage their careers, developing professional competencies and boosting workforce entry and entrepreneurship

Compose a corporate ties plan revolving around knowledge exchange and connected to the needs of society in each region

Increase the UOC's social impact, generating greater and more diversified funding through a philanthropy programme involving the private sector, institutions and individuals

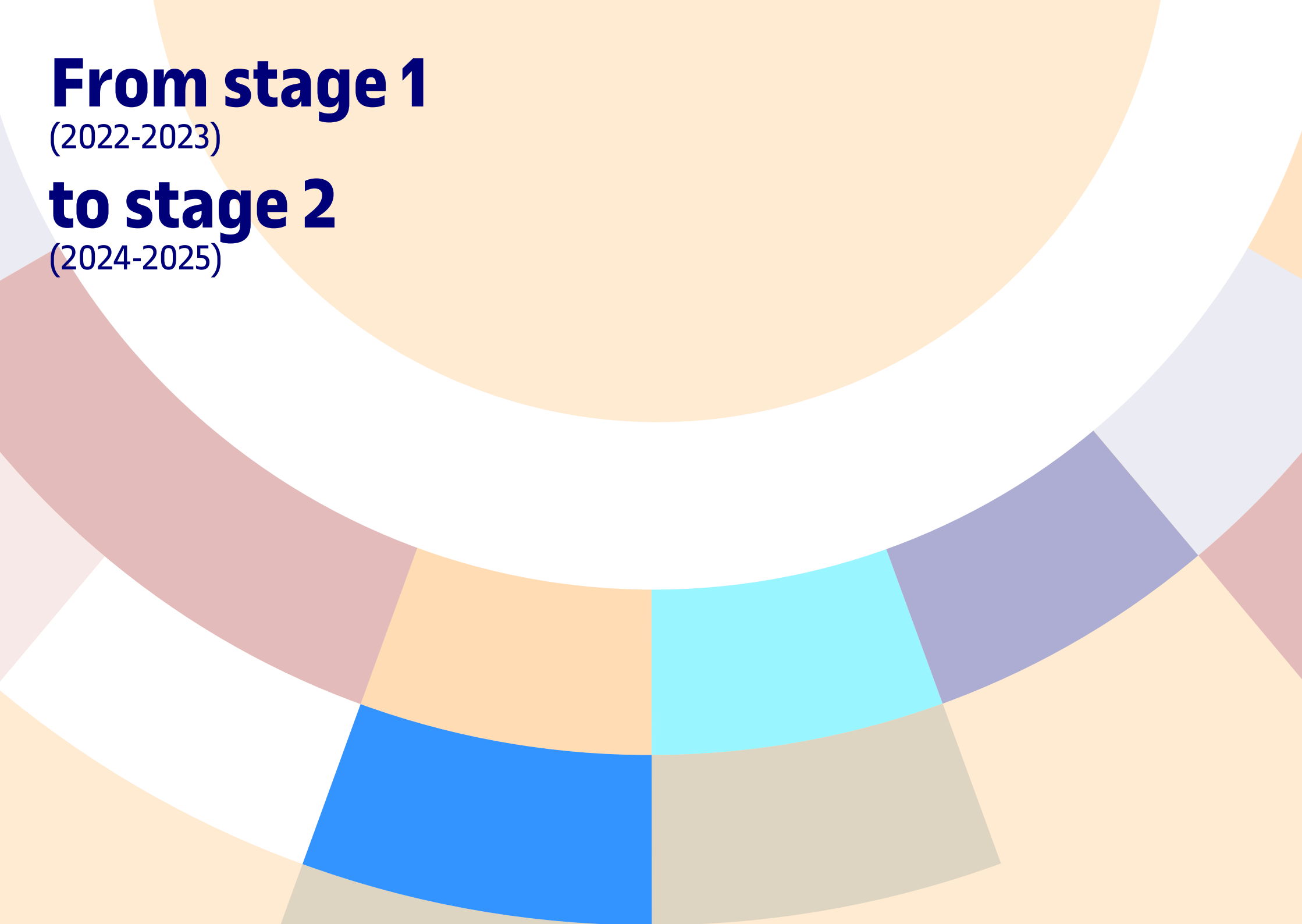
Position the UOC as a driver of innovation, encouraging knowledge exchanges between the UOC environment and other agents in the innovative system to find solutions to the challenges society faces

From stage 1

(2022-2023)

to stage 2

(2024-2025)





Strategic priorities of the new leadership



**Presentation of the
strategic priorities at
Barcelona's Coliseum**
9 October 2023

[Watch the video](#)

This year sees the launch of the 2024-2025 phase of the Strategic Plan 2022-2025. This new phase is defined by the arrival of the new governing team. They have worked to adapt the 2022-2025 Strategic Plan to bring it into line with the priorities for the new term of office.

Their work was presented at the event for staff held at the Teatre Coliseum in Barcelona last October, which was attended by more than a thousand people. This adaptation has led to proposals for plans and actions to be implemented over the next two years.

Strategic priorities 2024-2025

INSTITUTIONAL POLICY, GOVERNANCE AND STRATEGY

Ensuring the university's strategy aligns with its social function

Updating the UOC's legal status and funding model within the framework of the university system

Adapting the governance model and the governing, participation and coordination bodies

ALLIANCES, COMMUNITY AND CULTURE

Expanding the ecosystem of alliances

Forging links with the community

Fulfilling our commitment to culture

ACADEMIC POLICY, GOVERNANCE AND ORGANIZATION

Reviewing our teaching staff model to respond to all of the university's missions

Consolidating a working framework that strengthens the academic activity

Updating academic policy

LEARNING, SUPPORT AND INNOVATION

Developing the student support model and strengthening assessment of and for learning

Exploring and applying artificial intelligence (AI) to the educational model

Strengthening research on our educational model to transfer the results and make our portfolio more competitive

RESEARCH, KNOWLEDGE TRANSFER AND VISIBILITY

Providing the UOC with the necessary structure and resources to consolidate its research

Structuring, fostering and raising the profile of the knowledge transfer

Showcasing the UOC as a university of excellence in research and knowledge transfer

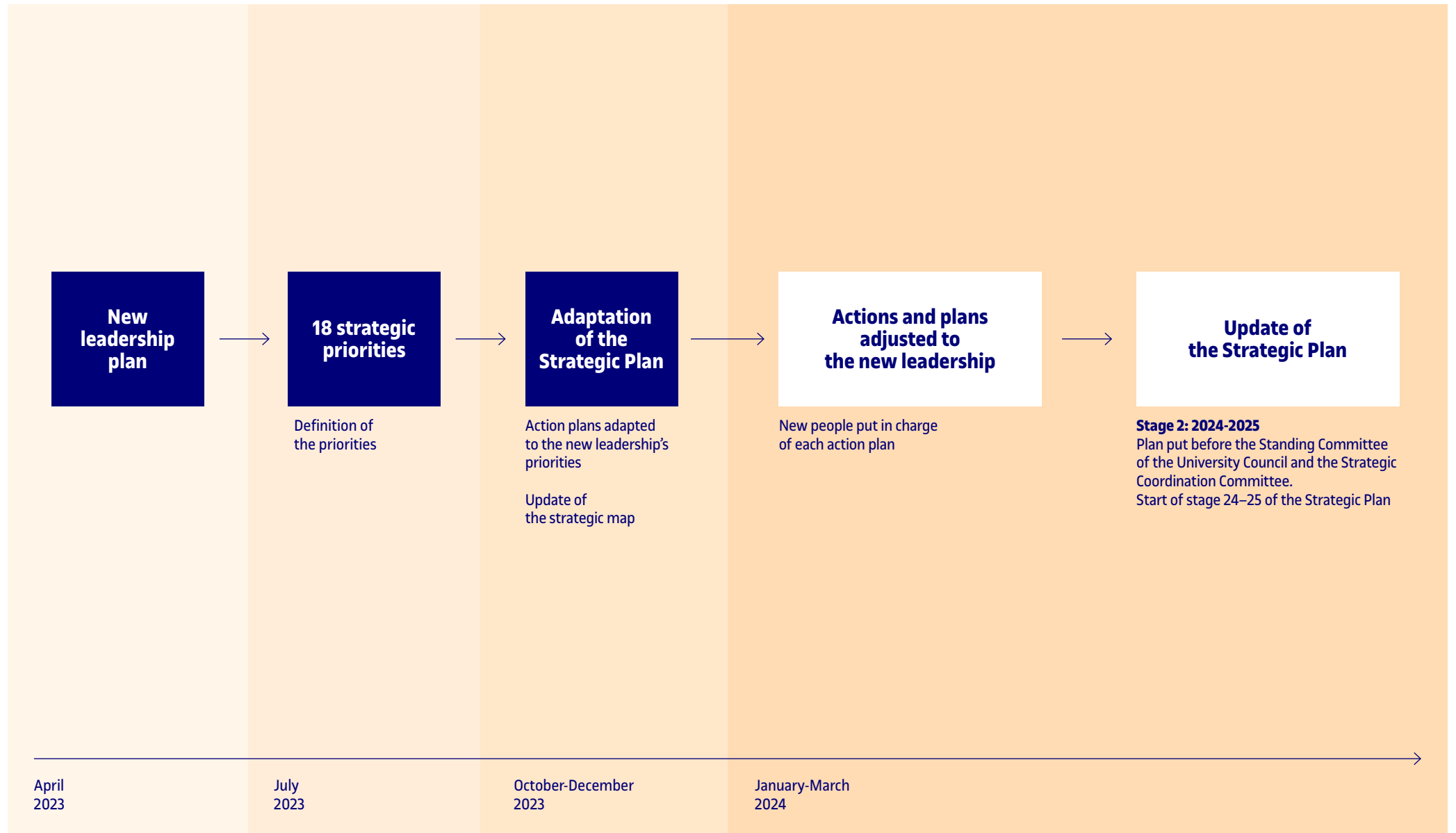
TALENT, ORGANIZATION AND TECHNOLOGY

Strengthening our ability to attract, retain and develop talent

Transforming the organization to make it agile and flexible, and ensuring its financial sustainability

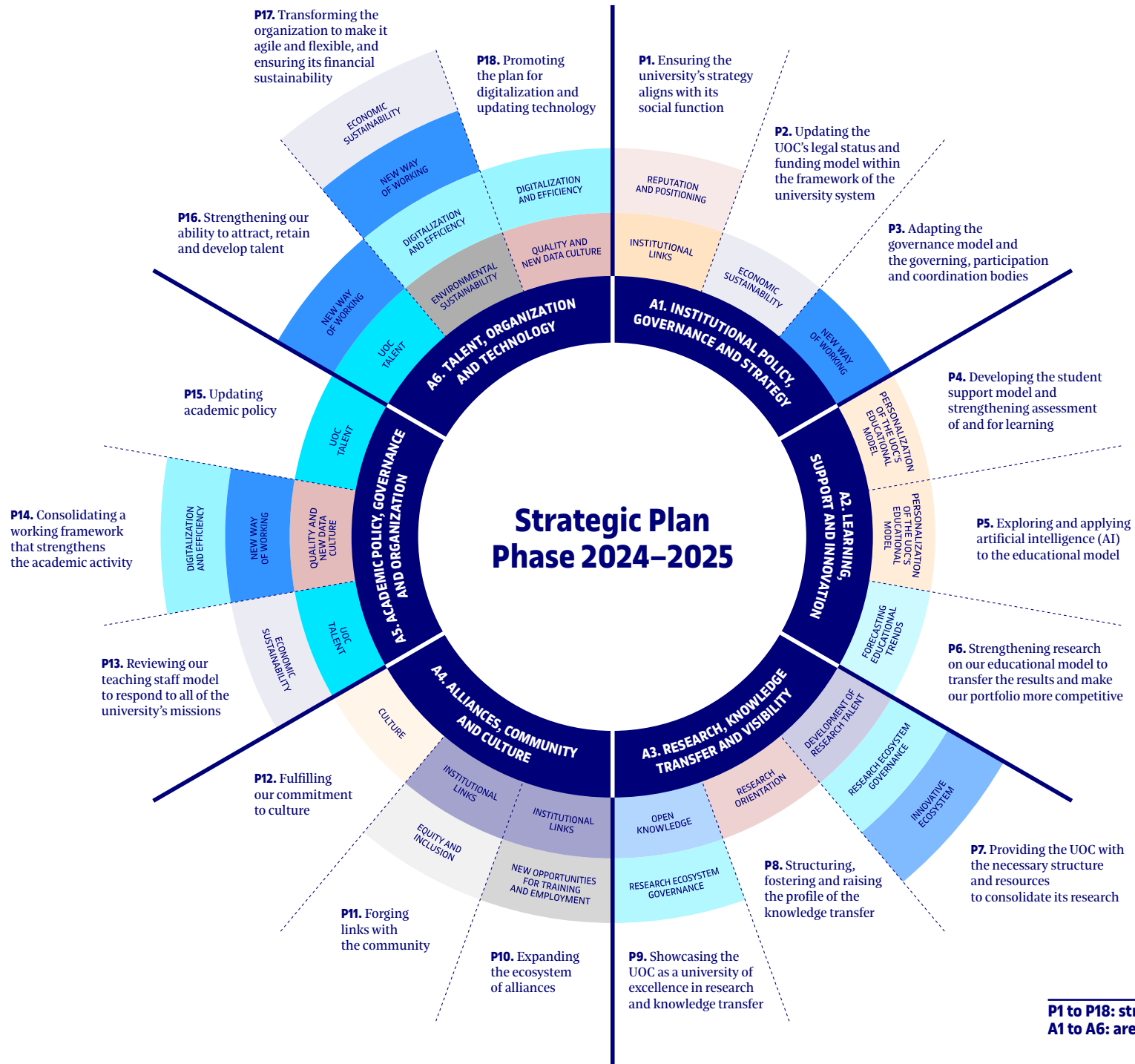
Promoting the plan for digitalization and updating technology

The process for adaptation to the new strategic map



The strategy from 2024 to 2025





P1 to P18: strategic priorities
A1 to A6: areas for action

Action plans

BeUOC

ECONOMIC SUSTAINABILITY

Design and implement a new model for the presentation of, advice on and marketing of the UOC's lifelong learning portfolio that provides cost-effective relevant results

Continue with portfolio streamlining actions, margin improvement, marketing and commercial cost optimization, drop-out reduction and CRA

Drive income through agreements with companies, institutions and government through new corporate development strategies in partnership and leveraging strategies with the Vice Rector for Alliances, Community and Culture

Develop and implement a public and private fundraising strategy

REPUTATION AND POSITIONING

Define and implement a strategy to improve the UOC's reputation and positioning in priority territories

Implement the project to transform the portal section of the UOC website, which effectively conveys the university's story and contributes to the UOC's sustainability

Define and implement a strategy to improve ranking

UOC TALENT

Employer branding project

Learning environment model project for UOC staff

Health and well-being project

Update teaching and research staff policy

NEW WAY OF WORKING

Implement open working

Define the new leadership model

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

Draw up the digital competencies training plan for UOC staff

Define the decision-making model

DIGITIZATION AND EFFICIENCY

Transformation of the student and UOC staff experience, based on in-depth knowledge of their needs at all times, which results in the improvement and personalization of services

Transformation of services and processes based mainly on the intensive use of data and technology, the use of artificial intelligence and process re-engineering and robotization

Implementation of technological, data and security strategies in line with the overall strategy of the university

NextUOC

PERSONALIZATION IN THE UOC'S EDUCATIONAL MODEL

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

Define personalization and incorporate it with the support of technological functionalities (AI, learning analytics, etc.) and the advanced use of data systems

Redesign and implement digital assessment

Specify and implement a student feedback model

Update UOC student satisfaction surveys

FORECASTING EDUCATIONAL TRENDS AND CREATING NEW PROGRAMMES

Identify existing sources of information for monitoring market trends and demands, decide how they are coordinated and governed and how to aggregate them into a unified source, in order to identify future training needs

Review processes linked to the definition and review of training proposals to allow greater flexibility and agility

Identify differential innovations in programmes to bring them more into line with the needs of the world of work

Develop the plan for harmonization of knowledge areas between teaching and research

QUALITY AND NEW DATA CULTURE

Consolidate the IQAS within the framework of institutional accreditation

Extend the quality system to all the organization's processes

Develop the organization's talent in the field of data

Develop the data governance model to serve the decision-making process (and, in particular, impacting the redesign of the educational model)

Deploy the new institutional data repository and build valuable services based on this new tool

GlobalUOC

EQUITY AND INCLUSION

Identify under-represented and/or at-risk groups for whom the UOC wants to implement positive action policies

Launch initiatives for equal access to UOC education and graduation

Continue to roll out the Gender Equality Plan 2020-2024

Promote the deployment of the Psychological Help Service throughout the UOC community

ENVIRONMENTAL SUSTAINABILITY

Develop and roll out the UOC's healthy and sustainable university plan, with actions to adapt to and mitigate climate change

Reduce and report on the UOC's annual CO₂ emissions transparently

Review the course catalogue to include a vision of sustainability and deploy new ones

Promote research on sustainability, climate change and related fields

Hold awareness-raising and climate action activities for the UOC community

Roll out a series of activities to foster emotional well-being, mental and physical health, and responsible values among all members of the university community

Collaborate with the local community to promote health and sustainability

UOCEcosystem

INSTITUTIONAL LINKS

Design and implement an institutional and global links plan that includes the entire UOC community, establishing common criteria (alliance policy)

Develop the UOC map of alliances to identify, promote and strengthen those that bring value and generate impact

Define and introduce a communications strategy for each geographical area, in line with the communications plan

Promote the UOC's internationalization in its different dimensions (teaching, research, administration)

INNOVATIVE ECOSYSTEM

Define and implement the 2024-2027 Knowledge Transfer plan

Develop a plan to take better advantage of knowledge and transfer between ecosystem agents and the UOC community

Map collaboration with local agents in the field of research (includes promotion of industrial doctoral programmes)

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

NEW TRAINING AND EMPLOYMENT OPPORTUNITIES

Strengthen collaboration with organizations in each territory to promote workplace training

Consolidate the implementation of microcredentials

Implement the employment and entrepreneurship plan

CULTURE

Develop and implement the Culture plan

Draw up and develop the language plan

Update the editorial and academic publication policy

Action plans

UOC Insight

RESEARCH ECOSYSTEM GOVERNANCE

Structure ecosystem governance and promote the R&I Hub

Promote scientific communication and raise the profile of the UOC's research and its teaching and research staff (including research on the web ecosystem)

Forge alliances with different centres, laboratories and companies to carry out frontier research

RESEARCH ORIENTATION

Define interdisciplinary research challenges that can connect the lines of different research groups and knowledge areas

Promote an incentive programme for research based on major EU challenges

Promote regulations on research by centres, units and faculties, and implement their research plans

DEVELOPMENT OF RESEARCH TALENT

Implement and evaluate the teaching staff research intensification strategy

Attract emerging talent through new research partnerships between aspiring PI profiles and consolidated researchers

Improve the efficiency of support for research activity, as well as operational support for centres, units and the Doctoral School

OPEN KNOWLEDGE

Implement and evaluate the Open Knowledge plan

Implement and evaluate the CoARA plan

Define and structure support for research assessment and accreditation

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Strategic Plan 2022-2025

[View the Plan](#)

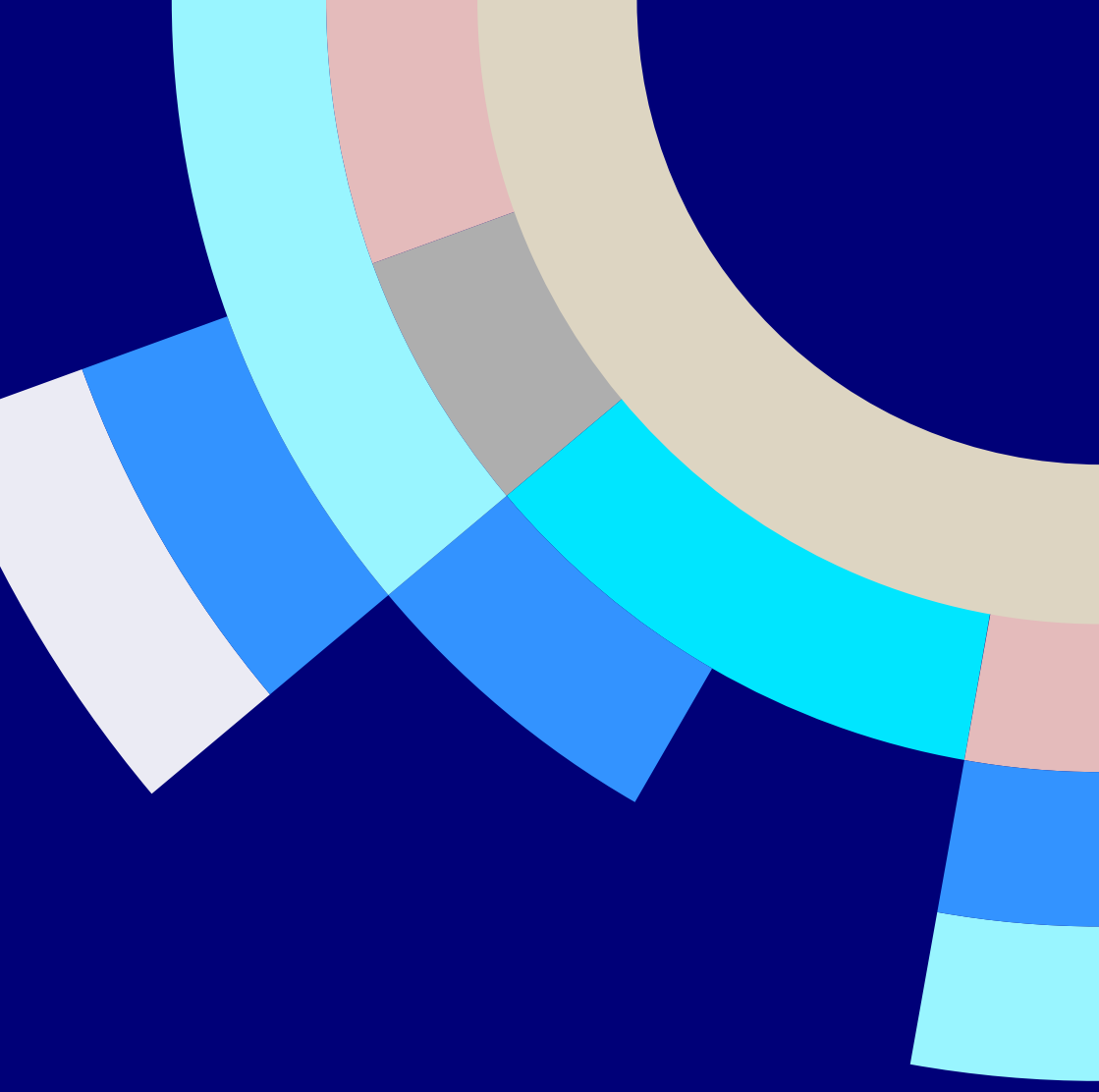
Credits

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Postal address: Universitat Oberta de Catalunya,
Rambla del Poblenou 154-156, 08018 Barcelona



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