

UTAD STRATEGIC PLAN

2017-21

UTAD, AN ECO-UNIVERSITY FOR THE FUTURE

UTAD Strategic Plan 2017-2021

UTAD, AN ECO-UNIVERSITY FOR THE FUTURE

Short version of the original Strategic Plan approved by the General Council of the University of Trás-os-Montes e Alto Douro on July 1, 2017

Title: *UTAD Strategic Plan 2017-2021*

UTAD, an eco-university for the future

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Introduction	4
Mission, vision and values	8
Strategic priorities	12
Strategic formulation	24
The Strategic Plan and the Agenda 2030	48
Monitoring and evaluation	50

INTRODUCTION

At global level, Higher Education today faces a number of trends that will inevitably lead to major transformations, such as the democratization of access to knowledge, growing competition in attracting students and funding, the digital revolution, the global mobility of students, academics and even universities, and pressure for more interaction with the business fabric and society in general. These factors all entail risks and opportunities for Higher Education institutions and should be used as levers for positive change¹.

¹ University of the Future, A thousand year old industry on the cusp of profound change, Ernst & Young, 2012.





Drivers of change - University of the Future, A thousand year old industry on the cusp of profound change, Ernst & Young, 2012

This Strategic Plan sets out the guidelines that will enable the University to broaden its ambitions beyond 2021, based on the idea that the Future is already here and that:

- > The Future will require the consolidation of collective initiatives to open up to society and innovation, information sharing, involvement in national and international knowledge networks.
- > The Future will require interaction between the scientific community and the organizations as well as the econo-

my of the region, to increase its international competitiveness and potential for the transformation of communities, devise new products, innovative technologies and new ideas.

- > The Future involves solutions that blur the boundaries between and within organizations, promote the mobility of knowledge workers, the development of curricula and digital and collaborative learning, participation in networks and creative interaction between global thinking and local action.



- > The Future will undoubtedly involve internationalization in all the University's initiatives and this should not be confined to mobility within Europe alone, but will be more global, especially in the area of the Portuguese speaking countries and Latin America.
- > The Future will also require flexible organizational struc-

tures that can respond to the challenges of a society undergoing constant and rapid change, in an environment of social responsibility, high ethical values, power sharing, accountability, involvement of the academic community in a governance that seeks consensus, transparency, efficiency and effectiveness.



MISSION, VISION AND VALUES

MISSION

In accordance with its Statutes, UTAD is a high level institution, which pursues the production and dissemination of knowledge and the cultural, artistic, technological and scientific education of its students, within an international benchmark framework.

UTAD's commitment to the Future involves producing and disseminating knowledge in connection with society, the crucial common denominator of which is the conviction that education and knowledge are of key economic and social value and improve the lives of people and communities.



In the context of a Strategic Plan, the values indicate the set of principles, behaviours and attitudes that all members of the academic community must adopt in their daily practice, i.e. a work culture.

VALUES

- > Centrality of the student;
- > Academic freedom;
- > Valuing people;
- > Democratic participation;
- > Valuing equality and inclusion;
- > Commitment to rigour and quality;
- > Transparency in decisions and action;
- > Innovation, creativity and entrepreneurship;
- > Accountability;
- > Promotion of sustainability;
- > Internationalization;
- > Social responsibility.



UTAD, AN ECO-UNIVERSITY FOR THE FUTURE

| 10 |

Historically, UTAD is an institution with ambition, engaged with society, with a spirit of partnership, civic responsibility and concerns for social, environmental and economic sustainability.

VISION

During the 2017-2021 cycle, we want to consolidate UTAD as an **Eco-University for the Future**, a high-quality, attractive higher education institution that inspires learning and the construction of interdisciplinary knowledge, an anchor of cohesion and sustainable cultural and socio-economic development of the territory, which requires a more **Cohesive, Collaborative, Connected** and **Competitive University**:

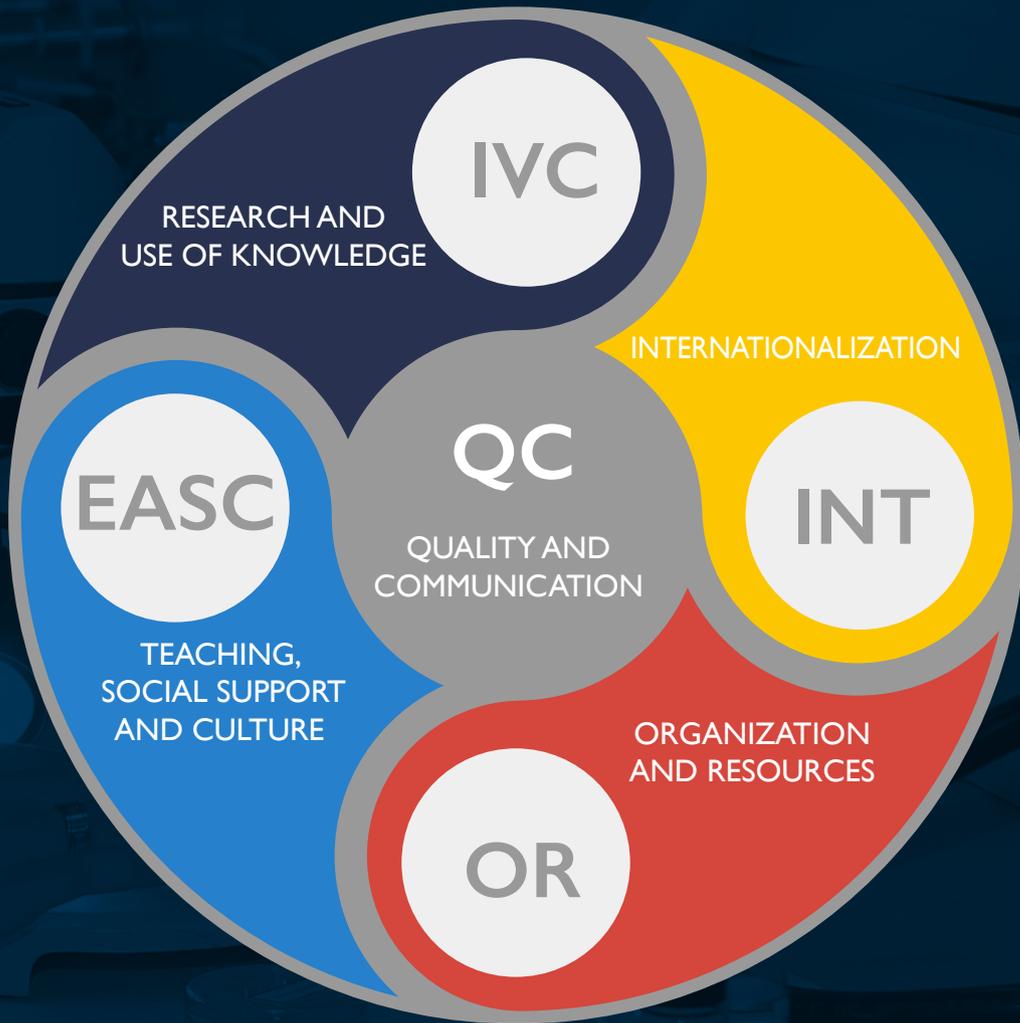
- > A more **Cohesive** University, which involves, empowers, invigorates and values people, with the academic community committed to building a sustainable future;
- > A more **Collaborative** University, which fosters flexible organizational structures and practices and enhances internal revenue-raising capacity in teaching, research and the use of knowledge;

- > A more **Connected** university which, internally, maintains motivating involvement of people in decision-making to foster a model of governance that coordinates different levels of decision and action, and externally, deepens the culture of networking and partnership, from the local to the global;
- > A more **Competitive** University, which systemically interconnects differentiated teaching, research and use of knowledge, by reinforcing connections with a range of stakeholders and meets the needs and expectations of society in general and of the regional community in particular.



STRATEGIC PRIORITIES

Crossing the conclusions of the diagnosis with the Mission, Vision and Values enables us to identify five strategic priorities:



RESEARCH AND USE OF KNOWLEDGE

Global research with an impact on the region

The research agenda will focus on the development of new ideas, products, services and processes, based on interdisciplinary and systemic approaches, pursuing a response to market demand (science pull), generating economic and social benefits, founded on a strategy promoting open access to scientific publications and data and to the development of the European Research Area. Research should anchor education, at the initial, advanced or lifelong stage, and should generate innovation in other organizations (e.g. by incorporating more qualified professionals) and, importantly, contributing to the regional innovation system. **Central concerns** include the consolidation of research centres and the Doctoral College, internationalization, enhancing attractiveness and connectivity and fund-raising.

Moreover, it is vital to improve the impact of research on

regional development, supported by the promotion of, and participation in, national and transnational consortia, acting in a concerted way through approaches that tend to be interdisciplinary or systemic, by pursuing ambitious objectives and attracting new funding sources. In this scenario, it is crucial to reinforce the capacity for intervention at all stages of the innovation chain, by empowering and making use of researchers and the structures that support them. The achievement of this objective shall be based on innovative regional systems, in collaborative networks involving R & D units with an international profile, the business fabric and other organizations. **The key priorities** are the coordination with the Network of Science and Technology Parks, in particular the Regia Douro Park, the creation of networks and collaborative laboratories and the promotion of entrepreneurship and innovation.





By 2021, UTAD is expected to reach 60% of articles published in the first quartile of the scientific area

TEACHING, SOCIAL SUPPORT AND CULTURE

Students at the epicentre of a “Friendly and Inclusive University”

Students must be at the University's epicentre, which means refocus the academic community towards teaching with a vocation for the development of attitudes and skills to promote technological and social change, continuous learning, innovation, creative capacity and entrepreneurship, the establishment of reflective and responsible autonomy, informed by high ethical values. Focusing on the student requires organizational changes, changes in the methods and practices that involve them more in collaborative work and equip them with multidisciplinary skills promoting a culture of responsibility, civility and citizenship.

The main focus is on adjusting educational provision, upgrading infrastructures, increasing the number of students and trainees, reinforcing social action policies and mechanisms, investing in quality services and establishing a new dimension of the University by enhancing the practices and conditions of health and well-being, accessibility, as well as innovative formats of intellectual and artistic improvement, so that culture emerges as an element of cohesion between the academic community and the region.





By 2021, UTAD is expected to reach 7500 students registered on its different cycles and programmes

QUALITY AND COMMUNICATION

Culture of quality and establishment of the UTAD brand

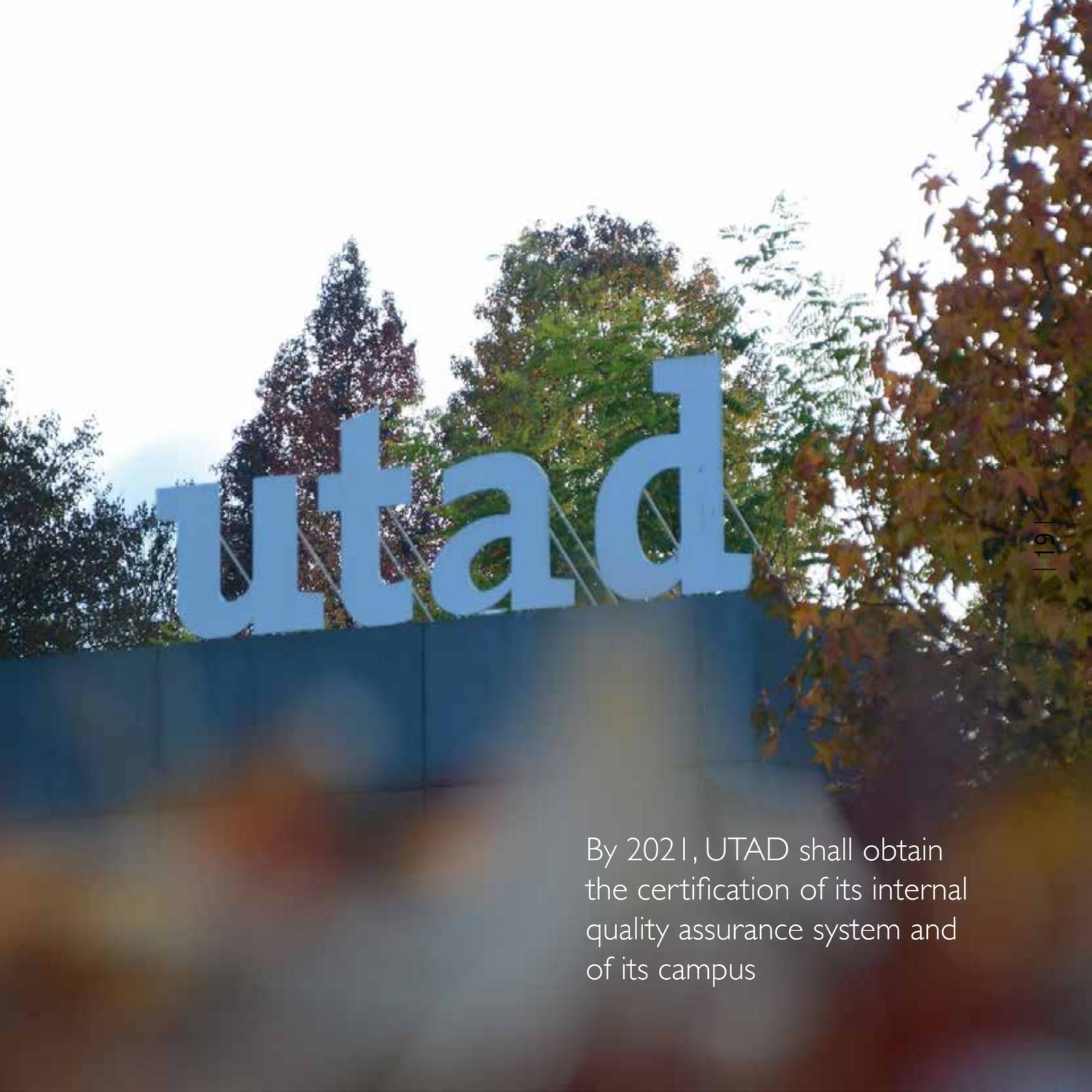
The promotion of a culture of quality must be based on principles, respecting forms of knowledge and organization, based on international evaluation criteria and involving the stakeholders. Institutional performance expectations require a close look at and focus on multiple objectives, involving a quality assurance system, resource planning and management concepts, as well as an approach based on transparency and meritocracy.

In the field of communication, it is vital to promote the UTAD brand, as a synonym for quality and uniqueness, based on its crucial values (scientific areas of excellence), but also on its unique resources, with special emphasis on

the eco-campus as a sustainability symbol. The dynamic and fluid internal communication system must be based on a communication plan that is easy to understand from the outside, is effective and inclusive and closely linked to secondary schools and valuing social networks.

Thus, **the central concerns** of this priority are the implementation of a quality assurance system, accreditation and certification of specialized units and the campus, and consolidation of communication dynamics and the UTAD brand.



The image shows a large, light blue 'utad' logo mounted on a blue wall. The background consists of various trees, some with green leaves and others with autumn-colored foliage. The sky is bright and overcast.

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By 2021, UTAD shall obtain the certification of its internal quality assurance system and of its campus

ORGANIZATION AND RESOURCES

People at the heart of a Sustainable Campus

The trajectory of institutional change involves the construction of a “people-friendly” university, with motivated, rejuvenated and talented human resources, integrated into the culture of a University with ambition, a strategy and a Future. Continuing with the trajectory and pace of change requires, on the basis of the new Statutes, greater flexibility in organizational management and structure, which is vital to increasing the efficiency of the institution’s operation and support in decision-making, satisfaction and diversification of funding sources.

The campus must be seen as a distinct, creative space, involving cultural, humanistic and technological dynamics, in an approach that combines aesthetic, artistic, sporting, landscape and environmental dimensions. As a living and evolving laboratory integrated in a Botanical Garden, it must respect the University’s identity as a distinctive brand, as it aims to transform itself into a space for testing solutions under the concept of “smart cities”, along with innovative forms of coexistence and interactivity, which

stimulate healthy lifestyles. In this area, the Future requires increasing virtual connectivity across campus and city, which is vital for promoting the use of digital solutions in teaching, research, everyday management and practices, as well as in the use of open technology solutions with a vision of rationalization of costs and building the knowledge capacity of the University.

The priorities are to deepen the economic and financial sustainability, under the contract with the government, promote the shared management of resources, evaluate the opportunities and threats of the foundational model, strengthen the campus as a symbol of sustainability, consolidate the upgrading of heritage, commit to innovation and technological modernization, promote sustainable mobility, based on a low-carbon strategy to reduce greenhouse gas (GHG) emissions and energy intensity through work to increase the share of public transport and soft modes, in particular journeys associated with daily mobility.

By 2021, UTAD is expected to renew 20% of its workers and to value their careers



INTERNATIONALIZATION

Openness to the world

UTAD must take on internationalization as a vital component of its different dimensions, from research and transfer of knowledge, to teaching and interaction with society. In the field of research, it must focus on integrating R & D units in international networks, which increases the visibility and possibility of partnerships in projects with funding and undergraduate and postgraduate programmes. It is crucial to improve the University's research capacity to strengthen its position in the European Research Area and prepare new areas of openness and partnerships to interpret the challenges of the European Union, such as cooperation with the Mediterranean under the PRIMA programme, and with Latin America and the Portuguese-speaking countries.

Education must encompass other interinstitutional strategies in terms of student and staff mobility, with involvement in projects in international networks and projects, aiming to share and consolidate good practices. The dynamics of internationalization must be fostered in the field of interaction with society, taking advantage of the opportunities generated by the diversity of UTAD's scientific areas.

The priorities are to renew the structures and reinforce human resources, strengthening the involvement in international networks and consortia, increasing joint programmes and projects, attracting foreign students, staff and researchers, and increasing exchanges and mobility opportunities.





By 2021, 20% of Master and PhD programmes will be offered in collaboration with foreign universities

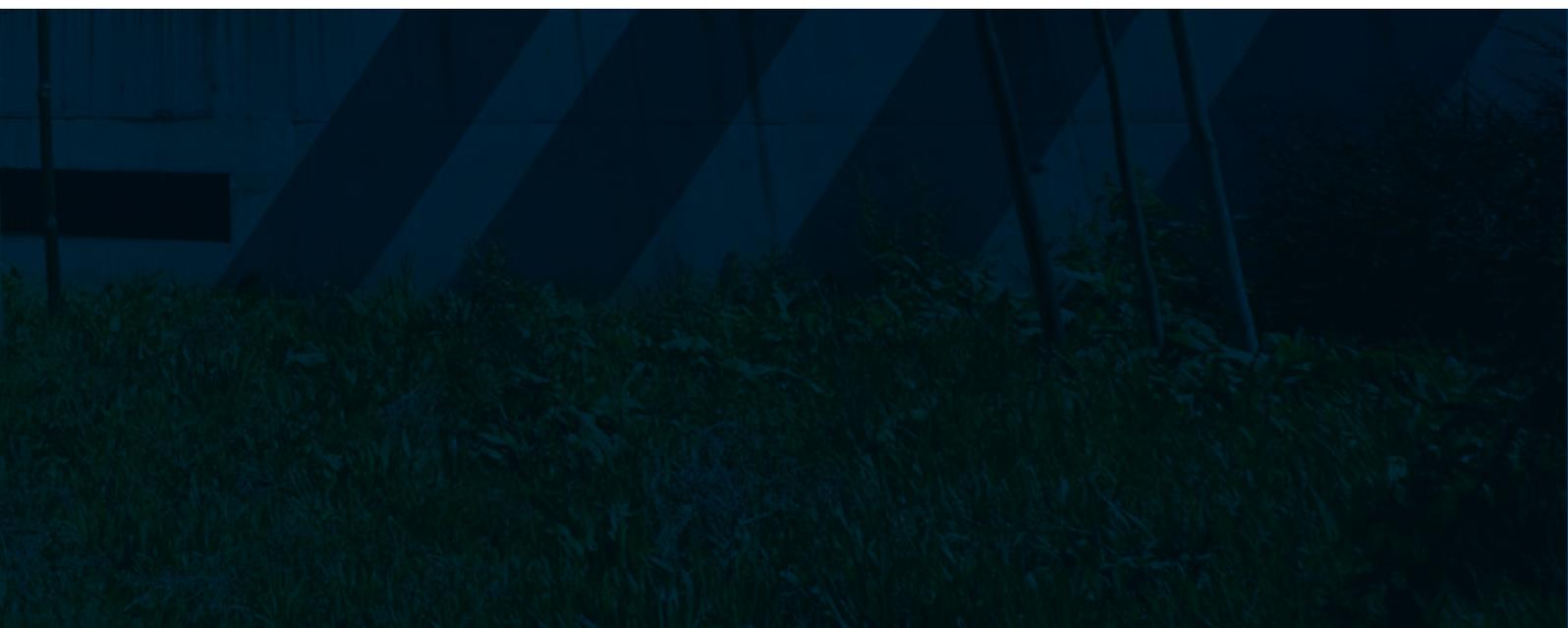
STRATEGIC FORMULATION

This section presents the strategic formulation, based on the definition of the strategic objectives and the presentation of the strategic map. As mentioned above, the strategic map explains and interconnects the strategic priorities of the Plan and the objectives to be achieved, based on four perspectives: **impact; internal processes; qualification and innovation;** and **financial.**

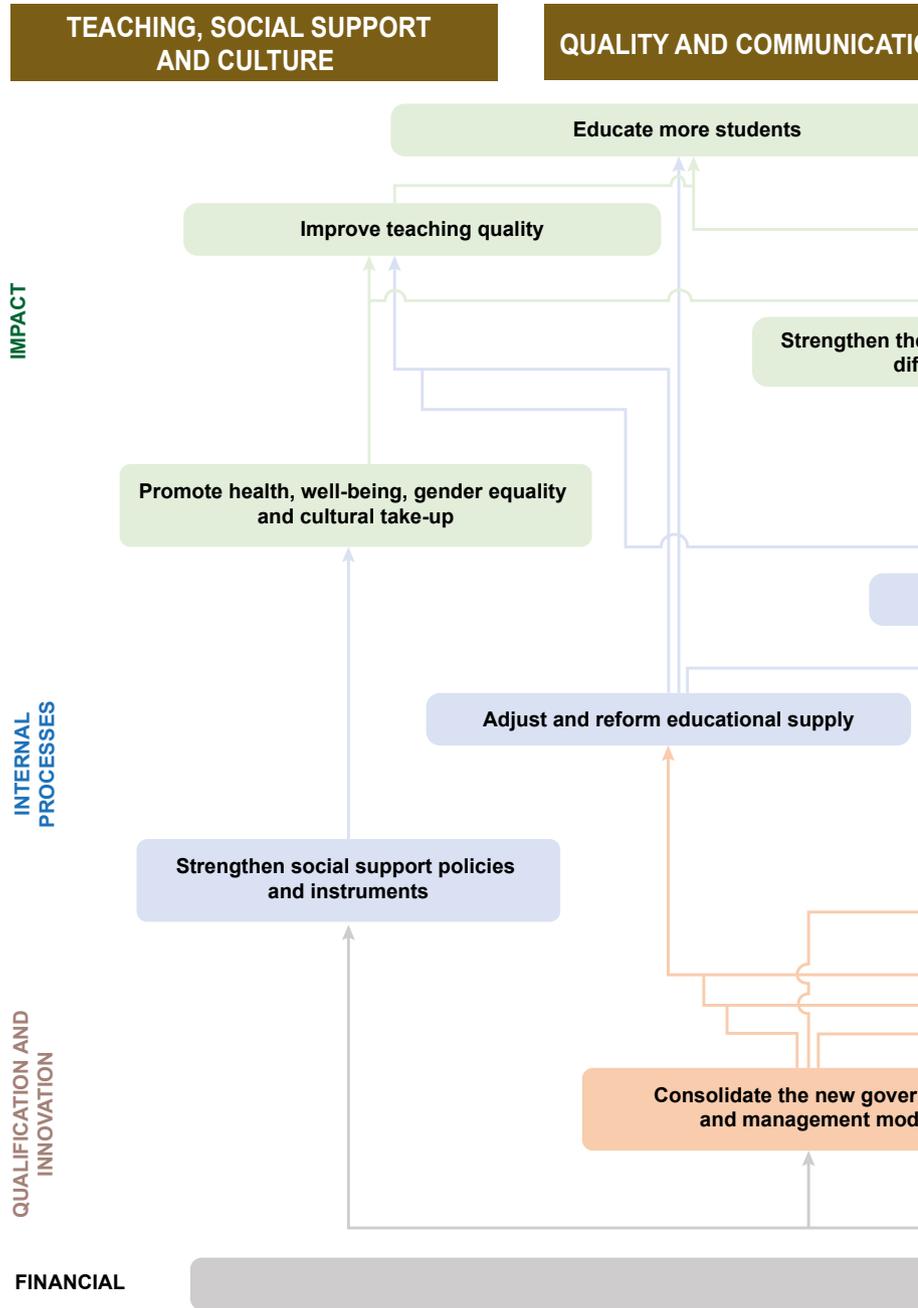
STRATEGIC OBJECTIVES, INDICATORS AND MEASURES

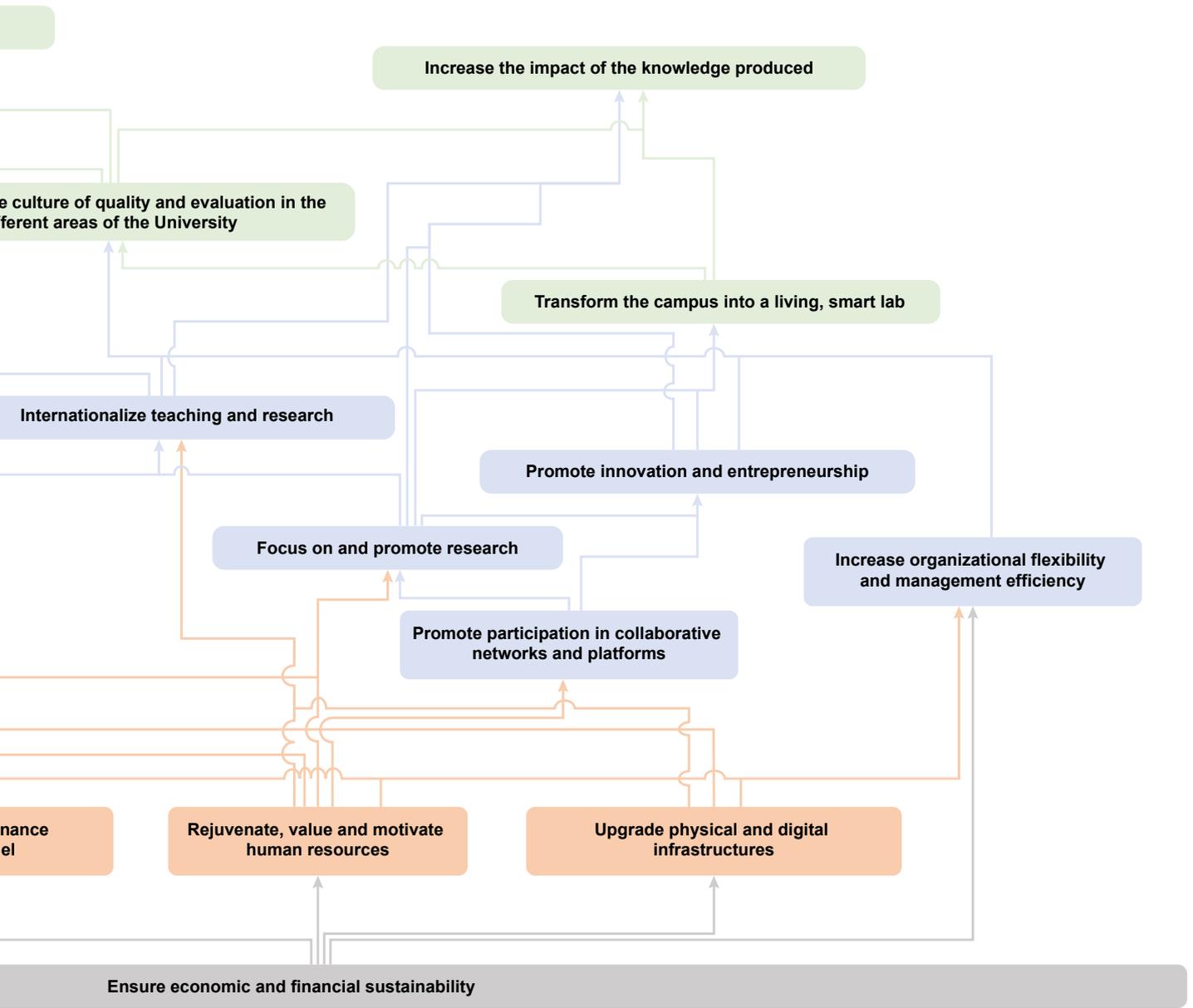
The strategic objectives for 2017-2021 are as follows:

- > Educate more students
- > Increase the impact of the knowledge produced
- > Improve teaching quality
- > Strengthen the culture of quality and evaluation in the different areas of the University
- > Transform the campus into a living, smart lab
- > Promote health, well-being, gender equality and cultural take-up
- > Promote innovation and entrepreneurship
- > Internationalize teaching and research
- > Focus on and promote research
- > Adjust and reform educational supply
- > Strengthen social support policies and instruments
- > Promote participation in collaborative networks and platforms
- > Increase organizational flexibility and management efficiency
- > Consolidate the new governance and management model
- > Rejuvenate, value and motivate human resources
- > Upgrade physical and digital infrastructures
- > Ensure economic and financial sustainability

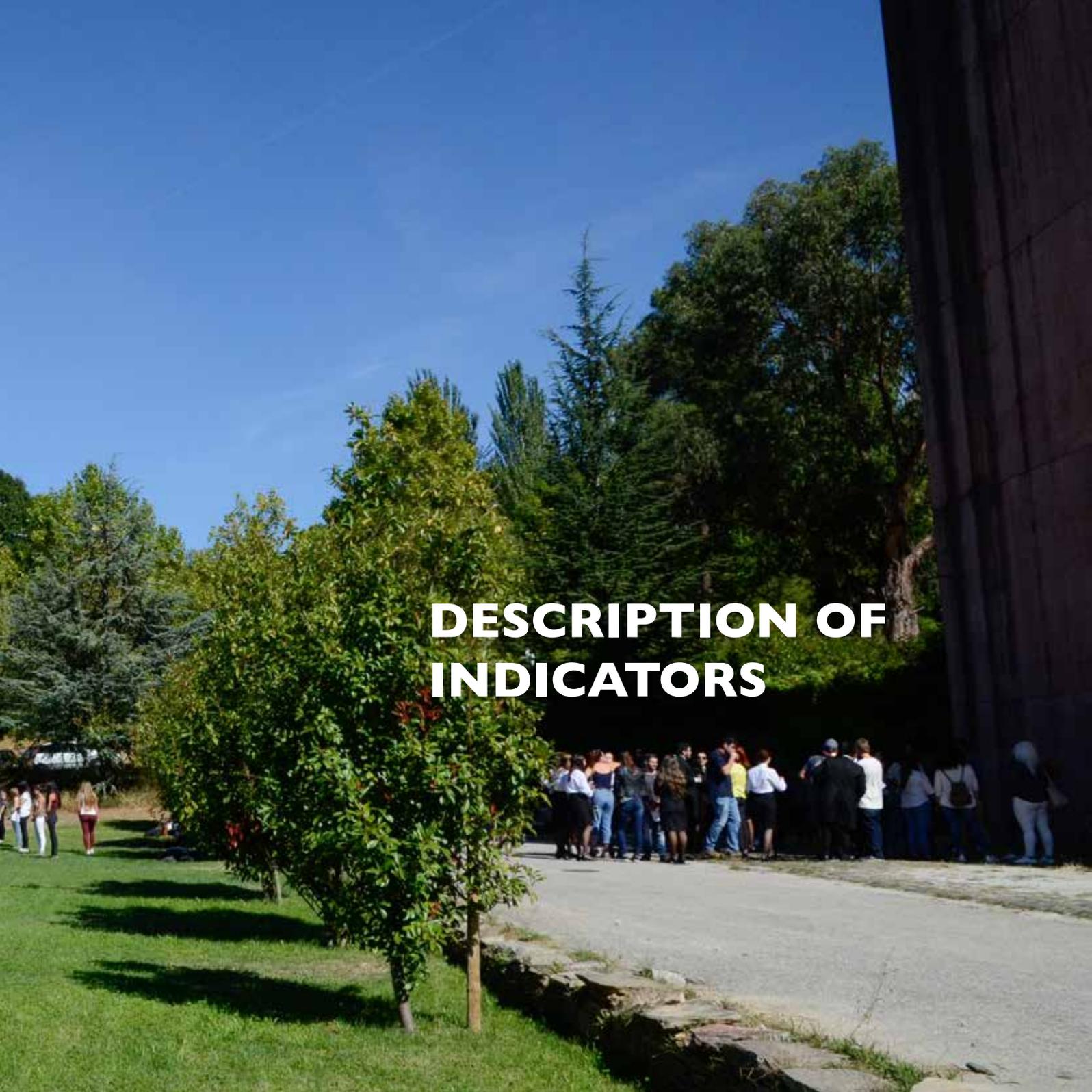


STRATEGIC MAP







A group of people, including students and staff, are gathered on a paved path in a park-like setting. The path is bordered by a low stone wall on the right and a grassy area on the left. In the background, there are several trees, including a prominent evergreen and a large deciduous tree. A large, dark, modern building is visible on the right side of the frame. The sky is clear and blue. The text "DESCRIPTION OF INDICATORS" is overlaid in the center of the image.

DESCRIPTION OF INDICATORS

Educate more students

IMPACT INDICATORS	REF. VALUE	TARGET 2021
UTAD strength index	0.74	0.78
Number of new bachelor students	1443	1587
Number of new master students	610	915
Number of new students on post-graduate courses	33	99
Information initiatives (in & out UTAD)	160	280



Increase the impact of the knowledge produced

IMPACT INDICATORS	REF. VALUE	TARGET 2021
Articles in the first quartile of the scientific area	40%	60%
Citations per publication	4,3	6,5
Contracted services	18	60



Improve teaching quality

IMPACT INDICATORS	REF. VALUE	TARGET 2021
Curricular units (CUs) classified as excellent	4%	20%
Curricular units classified as critical	4%	1%
Graduates' employability levels	85%	90%
Teaching improvement action plans	–	80%
Dropout rate	2%	0%
Educational achievement	88%	90%



Strengthen the culture of quality and evaluation in the different areas of the University

IMPACT INDICATORS	REF. VALUE	TARGET 2021
Accreditation / certification of laboratories and specialized units	5	10
Certification of the internal quality assurance system	–	1



Transform the campus into a living, smart lab

IMPACT INDICATORS	REF. VALUE	TARGET 2021
Implementation of the PEDU (Urban Development Strategic Plan)	–	100%
Smart monitoring programme	1200	3550



Promote health, well-being, gender equality and cultural take-up

IMPACT INDICATORS	REF. VALUE	TARGET 2021
Participants in volunteering	274	400
Cultural events / year	106	100
Participants in sporting events	1500	1900



Promote innovation and entrepreneurship

INTERNAL PROCESSES INDICATORS	REF. VALUE	TARGET 2021
National R & D Projects	40	45
Registered patents	5	10



Internationalize teaching and research

INTERNAL PROCESSES INDICATORS	REF. VALUE	TARGET 2021
International R & D & I Projects	20	30
No. lecturers and researchers with mobility (outgoing and incoming)	131	164
No. students with mobility (outgoing and incoming)	383	421
No. of Master and PhD programmes in collaboration with foreign universities	10%	20%
Foreign students registered for degrees	2%	6%



Focus on and promote research

INTERNAL PROCESSES INDICATORS	REF. VALUE	TARGET 2021
Research Units rated at least Very Good	4	6
Teachers and researchers involved in research units	78%	85%
PhD students	242	350
PhD courses in the Doctoral School	–	80%



Adjust and reform educational supply

INTERNAL PROCESSES INDICATORS	REF. VALUE	TARGET 2021
Departments with average hours > 9h	6	1
Optimization of curricular units	10%	20%
Educational projects in business context	13%	35%
Courses in partnership with national institutions	6	18
MOOCS and distance learning courses	3	9
Curricular units available on the Moodle platform	148	500



Strengthen social support policies and instruments

INTERNAL PROCESSES INDICATORS

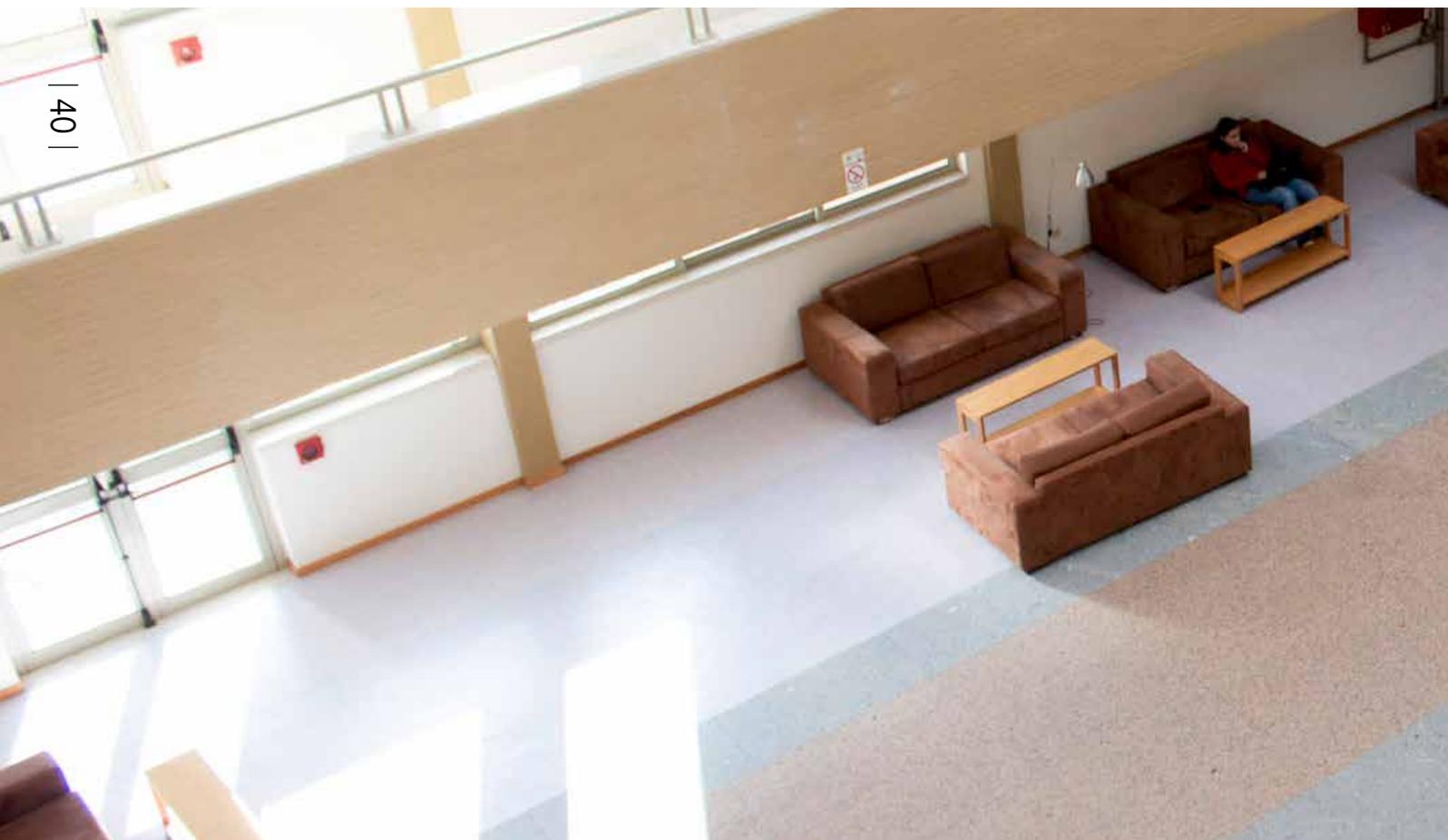
REF. VALUE

TARGET 2021

Socially supported students

33%

40%



Promote participation in collaborative networks and platforms

INTERNAL PROCESSES INDICATORS	REF. VALUE	TARGET 2021
Researchers involved in networks	400	503
Participation in networks and collaborative laboratories	–	5



Increase organizational flexibility and management efficiency

INTERNAL PROCESSES INDICATORS	REF. VALUE	TARGET 2021
Dematerialization of the general processes	20%	100%
Percentage of academic processes on the platform	21%	100%



Consolidate the new governance and management model

TRAINING AND INNOVATION INDICATORS	REF. VALUE	TARGET 2021
Percentage of workers involved in UTAD permanent forum actions	-	50%



Rejuvenate, value and motivate human resources

TRAINING AND INNOVATION INDICATORS	REF. VALUE	TARGET 2021
Faculty members with continuous training	–	60%
Faculty members rated excellent by students	26%	40%
Associate and full professors	26%	35%
Length of training provided to staff members	–	4.000
Average age of faculty members	51	51,7



Upgrade physical and digital infrastructures

TRAINING AND INNOVATION INDICATORS	REF. VALUE	TARGET 2021
Upgraded area (m ²)	–	50.000
Campus connectivity	–	100%
Integrated curricular units in application	–	100%



Ensure economic and financial sustainability

FINANCIAL INDICATORS	REF. VALUE	TARGET 2021
Revenue from research funding	30%	45%
Revenue from service contracts	10%	20%





Bem-vindo(a) à UTAD,
a tua universidade

THE STRATEGIC PLAN AND THE AGENDA 2030



The UN Summit in New York, September 2015, defined the 17 Sustainable Development Goals (SDG) as part of an ambitious agenda for the eradication of poverty and global economic, social and environmental development by 2030, which was recorded in the document “Transforming our World: the 2030 Agenda for Sustainable Development”.

Agenda 2030 is the result of joint work between governments and citizens around the world to create a new global model to end poverty and promote the prosperity and well-being for all, protect the environment and combat climate change. It embodies the 17 Sustainable Development Goals (SDGs), the successors of the Millennium Development Goals (MDGs), to be implemented by all countries and covering such diverse but interlinked areas such as: fair access to quality education and health services; creation of decent employment; energy and environmental sustainability; conservation and management of the oceans; promotion of effective institutions and stable societies and combating inequality at all levels”².

UTAD’s ambition is to contribute, through the commitments established in this Strategic Plan and as an active player in the transformation of the world, to the achievement of all the objectives of this Agenda. In the context of the values underlying this Plan, we therefore assume

the centrality and value of people and their participation, the importance of equality and inclusion, and the promotion of the sustainability of the Planet. Moreover, we are establishing ourselves as an institution that thinks globally and acts both locally and globally, and we are engaged in reflection and action for a more prosperous and sustainable world, with a culture of social and collaborative responsibility and networking, with a focus on quality and an international outlook, in interaction with the scientific, business and political world and with society in general.

As general commitments, overlapping with the Sustainable Development Goals, the following are of note:

- Enhanced internationalization of the knowledge produced by UTAD, which is reflected in several SDG and is associated with mechanisms for the dissemination and promotion of good practices in open science and knowledge sharing;
- The inclusion of Agenda 2030 and the SDG in the curricular structure of the various courses taught by UTAD;
- An enhanced role for UTAD as a vehicle and promoter of Agenda 2030 in the context of its relations with the community, businesses and with public or private entities.

² <http://www.instituto-camoes.pt/activity/o-que-fazemos/cooperacao/cooperacao-portuguesa/mandato/ajuda-ao-desenvolvimento/agenda-2030>

MONITORING AND EVALUATION



The implementation of the Strategic Plan is based on the use of the whole structure of the University, in an approach involving the institution from top to bottom, and in coordinated top-down and bottom-up dynamics. These dynamics involve the key role of the Rector's office, Administration and Services, Faculty Chairs, Research Units and Departments, Course Directories and other support units.

In this second Strategic Plan, there is a clear concern to adopt a solution that will provide UTAD with the tools necessary to implement, monitor and control progress, hereby expressed in the option for a management solu-

tion based on coordination of the Balanced Scorecard with management of the portfolio of projects.

The degree of implementation of each objective will be evaluated using the above-mentioned indicators as well as the performance targets, which embody the intended results, supported by a digital platform that introduces a dynamic perspective to the monitoring.

Accordingly, it will be possible not only to evaluate the degree of implementation of the measures, but also the degree of execution of the actions, to assess any deviations associated with the planning of the actions and, if necessary, to implement corrective measures.



utad

a more COHESIVE, COLLABORATIVE, CONNECTED, COMPETITIVE University