



STRATEGIC PLAN

2020-2023

1. INTRODUCTION

Unibasq-Basque University System Quality Agency was created on the basis of Act 13/2012, of 28 June, published on 4 July 2012 in the Official Bulletin of the Basque Country (BOPV). Article 5.6 of this Act establishes that, "The Agency shall approve a four-year strategic plan, to which the annual management plan and the results of the analysis of compliance must be linked". In line with this precept, the Agency launched a process of internal reflection concurrently with the transformation of the management of Unibasq. The first phase of this internal reflection was carried out by a working group constituted for this purpose. The working group consisted of four members of the Governing Board of Unibasq, two members of the Advisory Board, three members of Unibasq, an external international expert and a student. They first met on 5 September 2019.

In November 2019, an internal reflection was launched involving everybody employed at Unibasq, coordinated/facilitated by the new management. The involvement of the Agency's staff in this process is intended to (1) improve the Strategic Plan and the different leadership and management tools that depend on it, as well as (2) improve internalisation of these basic formal elements of organisational planning. This Strategic Plan is a key element, among others, in efforts to improve Unibasq's internal planning and organisation. The success of those efforts will depend on the integration or internalisation of the Agency's day-to-day work within Unibasq. The Strategic Plan and the resulting Annual Management Plans are the result of an internal and external process of reflection, leading to planning, in an effort to adapt to a demanding environment subject to profound changes, such as:

- New legal and regulatory frameworks
- New societal and stakeholder demands
- Demographic and social changes
- Accelerated technological change, especially of those enabling technologies relevant to our performance, e.g. ICTs.
- Commitment to the development of the region
- Growing role of internationalisation, through competition for talent and resources
- The importance of international rankings and accreditation

By setting improvement-oriented goals and creating a suitable framework for reflection:

- Decisions will be based on better information
- Management of change and innovation will be supported
- Opportunities and threats will be better identified
- The needs and expectations of the different stakeholders will be satisfied more effectively.

2. METHODOLOGY AND PHASES OF IMPLEMENTATION OF THE STRATEGIC PLAN

The Strategic Plan is based on a regulatory requirement, but also on the clear conviction on the part of all stakeholders involved in Unibasq. The Agency has an established tradition of deploying Strategic Plans, as well as the Agency's experience of work in the field of higher education quality and evaluation.

In shaping this Strategic Plan 2020-2023, the following issues were taken into account:

1. With reference to the methodology used for strategic planning, there are many models, more or less developed and formalised, drawing on the experience in different fields, such as academia, the consultancy sector or intermediary organisations. Some of those intermediary organisations promote their own models for organisational improvement.



In recent years, organisations that work in the same sector as Unibasq, or have similar missions to Unibasq, have adopted the use of self-assessment tools that can be integrated into the Total Quality Management and Excellence models that have become ubiquitous. Two examples of such models are the European Excellence Model (EFQM) and the Advanced Management Model (AMM) promoted in the Basque Autonomous Community by Euskalit since 2014. Unibasq has seen the value of the

latter model, not as a prescription, but as a valuable reference for Unibasq for the design and deployment of its Strategic Plan and for other related aspects of management improvement.

The AMM is a reference model for planning, developing and evaluating management that is rigorous but agile, with a long-term vision. At the same time it is flexible, enabling organisations to prepare to face competitive challenges. It is a model that integrates management concepts that have been developed over years, such as Knowledge Management, Total Quality Management, Management Excellence, Innovation, and Corporate Social Responsibility.

The AMM has been developed by experts in management belonging to relevant organisations coordinated by Euskalit, and with whom Unibasq is a closely allied. It is a comprehensive model, adapted to the needs of different types of organisations, but at the same time flexible. It is a simple model, not only for specialists, but also for people interested in benchmarking an organisation, in holding up a mirror to confront their management and in identifying areas for improvement. It is a living model, which integrates various advanced management trends and practices, and which can be reviewed and updated in an agile manner.

The AMM includes six key elements for the efficiency and competitiveness of any organisation: Strategy, Customers, People, Society, Innovation and Results. Its use and reference should generate a sense of belonging to a shared project among the people who make up the organisation; focus on stakeholders; develop innovation in all areas; strengthen commitment to society; generate a long-term vision with a clearly defined

strategy and achieve satisfactory results for stakeholders in a sustained and balanced manner.

2. Together with the Strategic Plan for the 2020-2023, an Annual Management Plan (AMP) will be established, setting out the specific actions that will be deployed to achieve the strategic objectives. This AMP will specify concrete actions, teams/persons responsible and, as far as possible, monitoring indicators. Finally, an Annual Management Report (AMR) will be compiled each year, providing a concise evaluation of the achievements related to the AMP. These plans and reports must be approved by the Governing Board of Unibasq.
3. The phases and agents participating in the definition of the Strategic Plan, after the first reflection carried out by the working group appointed by the Governing Board of Unibasq, constituted an internal reflection process carried out by staff (in December 2019 - January 2020), other stakeholders and agents. The successive versions of the document were shared with the delegated working group of the Unibasq Governing Board and also with the members of the Governing Board, so that they could be improved/completed. A final draft of the Strategic Plan 2020-2023 was presented and approved by the Unibasq Governing Board in a session held on 2 March 2020.

3. MISSION, VISION, VALUES AND CORE PURPOSE

As a result of the reflection, and as a continuation of the work carried out for the development of the 2016-2019 Strategic Plan, the mission, vision, values and principles of Unibasq were redefined. Unibasq used this opportunity to better adjust to the expectations of its stakeholders. For example, Unibasq's **mission** is the following:

Unibasq - Agency for Quality of the Basque University System (SUV) - is a public body under private law whose purpose is to contribute to the improvement and innovation of the SUV, meeting international quality standards and responding to society's interest in higher education. To this end, it advises, evaluates and accredits the institutions that make up the SUV, as well as their programmes and teaching staff, in an independent and objective manner. Its activity complies with the Standards and Guidelines for Quality Assurance of the European Higher Education Area (EHEA) (ESG), being a full member of ENQA and being listed in EQAR, which allows the development of its activities in any university system that requires it and the recognition of its activities by other European agencies.

Unibasq's **Vision** is summarised as follows:

Unibasq wants to be recognised by higher education institutions, the university community and Basque society in general as an agent that helps to improve the quality of the Basque university system, as well as its internationalisation and social projection.

It aims to be an interlocutor between the Basque universities, the interest groups or users of the system, the institutions that decide university policy and the external agents that depend on university results.

It also wants to be recognised internationally as a university quality assurance and advisory agency, mainly in the European and Latin American countries of greatest

interest to Basque universities, in order to support their recognition and internationalisation.

The following Unibasq **Values** are also defined:

- Independence in the performance of their tasks
- Responsibility, professionalism and ethics of people
- Effectiveness and efficiency through management that optimises available resources
- Objectivity and integrity in evaluation and decision-making processes
- Transparency and accountability to society
- Vocation of service and continuous improvement
- Respecting the autonomy and specificity of universities
- Promotion of cooperation with higher education institutions, administration, and other national and international agencies and bodies with common interests
- Consideration of the European and international dimensions that are increasingly shaping higher education.

In view of the time horizon established for the Strategic Plan, 2020-2023, the following **main purpose** was established for Unibasq:

Efficiency and continuous improvement in evaluation and accreditation services, consolidation and innovation in advisory and foresight services for the Basque University System in Spain, Europe and internationally.

3. STRATEGIC DEVELOPMENT LINES AND OBJECTIVES

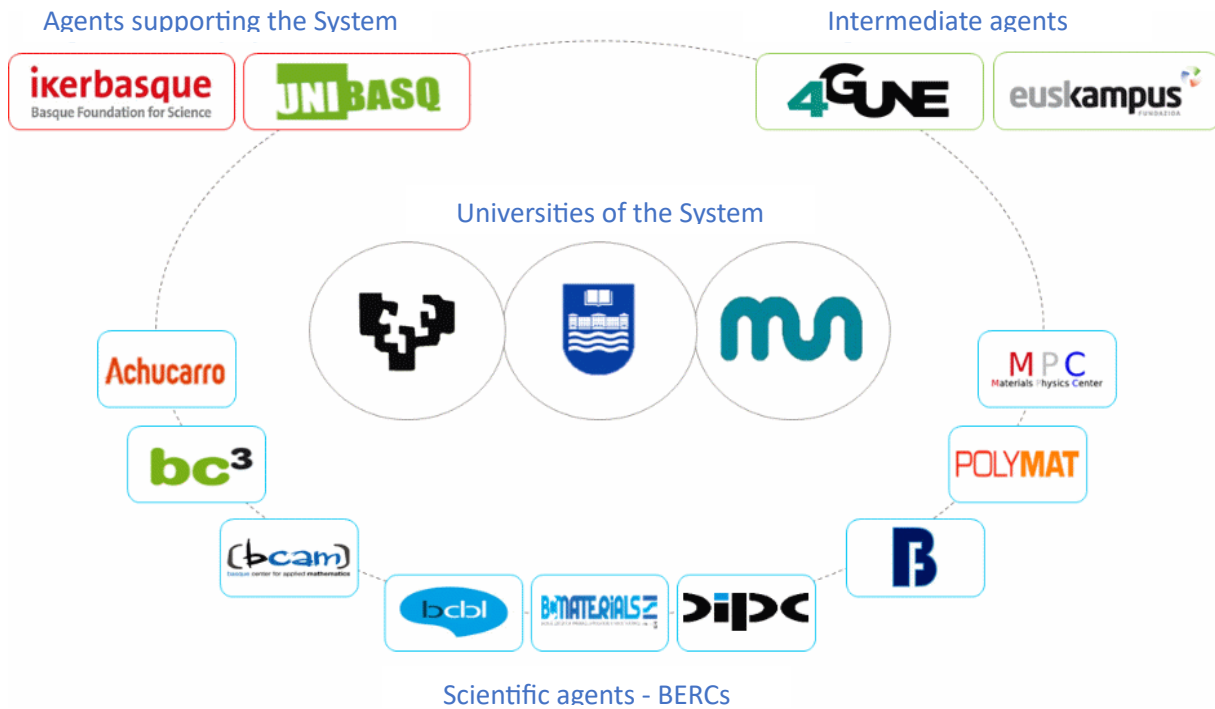
Unibasq is the agency for evaluating and promoting the quality of the Basque University System. The system is an entity recognised by law, and includes the three Basque universities. Unibasq aims to contribute to increasing the impact of the Basque University System on Basque society and its economy, as well as improving its recognition at a global level.

The Basque University System Plan 2019-2022 identifies a Basque University Ecosystem, which extends the system made up of the universities, adding Unibasq to the Ecosystem (see attached figure) as one of the agents supporting the System (together with Ikerbasque) and other intermediate agents (Euskampus, clusters) and specialised scientific agents (Basque Excellence Research Centres - BERCs).

In line with the above, Unibasq contributes its competences to the achievement of the goals of the Basque University System Plan in its five development lines: excellent education, research excellence, university+business, internationalisation and university community, becoming a

reference for the support and improvement of the quality of the entire Basque university ecosystem and its impact on Basque society.

Basque University Ecosystem



Unibasq aimed to advance consolidation and innovation in the various tasks carried out by the Agency at two levels:

- What is regulated by current regulations: evaluation and accreditation procedures.
- Advice and foresight, fostering relations with the Basque University Ecosystem, for example, with Euskampus and its relationship with the University of Bordeaux and with the 4Gune Cluster, which strengthens university-business cooperation in the Basque Country in the new global scenario under the Industry 4.0 paradigm.

Unibasq must therefore consolidate its position as a catalyst for the Basque University System within the framework of the Basque University Ecosystem, generating added value. Within this framework, efforts must be made to consolidate and innovate in consultancy and foresight services for the Basque University System, consolidating services such as the Basque University System Activity Observatory (Unibasq Behatokia) and trying to innovate in the provision of new services that add value to the Basque University System. The following are the strategic lines into which a series of strategic objectives will be integrated for the period in question.

1. SERVICES: EVALUATION, ACCREDITATION, COUNSELLING AND FORESIGHT

Objective 1.1. Consolidation and improvement of evaluation and accreditation

Objective 1.2. Consolidation in SUV advisory services

Objective 1.3. Innovation in evaluation, advisory and foresight services to SUV

2. PROJECTION AND RELATIONSHIP WITH THE ENVIRONMENT

Objective 2.1. Consolidation and enhancement of partnerships and collaboration with university actors

Objective 2.2. Improving partnerships and collaboration with other quality agencies

Objective 2.3. Consolidation and improvement of outreach and collaboration with other stakeholders

3. MANAGEMENT, RESOURCES AND PEOPLE

Objective 3.1. Objective-oriented resource management

Objective 3.2. Identification of people profiles and talent attraction

Objective 3.3. Promoting the professional development of the people who make up Unibasq

Objective 3.4. Improving strategic thinking and strategic direction

Objective 3.5. Reorganisation to take on new services and sustainability

Objective 3.6. Governance of Unibasq

5. DEPLOYMENT OF STRATEGIC LINES AND OBJECTIVES

5.1. Strategic objectives and lines of action in Line 1: Services: evaluation, accreditation, assessment, advice and foresight

<i>Code</i>	<i>Strategic objective</i>	<i>Lines of action</i>	<i>Monitoring indicators</i>
E1.01.01	Consolidation and improvement in evaluation and accreditation	Management and improvement of major evaluation programmes	No. of improved evaluation programmes
E1.01.02		Improve recruitment, selection and participation of experts.	No. of evaluation programmes with revised and improved recruitment, selection and participation procedures
E1.02.01	Consolidation in SUV advisory services	Consolidation of Unibasq's advice to other SUV players	No. of advisory actions to other SUV actors
E1.02.02		Reorganisation and consolidation of the University Observatory - Behatokia	Observatory renovated / No. of visitors
E1.03.01	Innovation in evaluation, advisory and foresight services for SUVs	Promoting new evaluation services that add value to SUV	No. of new evaluation services/programmes
E1.03.02		Promoting new advisory and foresight services that add value to SUV	No. of new advisory services and foresight/thematic analyses

5.2. Strategic objectives and lines of action in Line 2: Projection and relation with the environment

<i>Code</i>	<i>Strategic objective</i>	<i>Lines of action</i>	<i>Monitoring indicators</i>
E2.01.01	Consolidating and improving partnerships and collaboration with university actors	Consolidation of Unibasq's catalytic role in SUV	No. of catalyst actions to SUV
E2.01.02		Managing and improving collaboration with international university stakeholders	Number of collaboration actions with international university agents
E2.02.01	Enhancing partnerships and collaboration with other quality agencies	Improving collaboration with other state quality agencies	No. of collaboration actions with state quality agencies
E2.02.02		Improved collaboration with other international quality agencies	No. of collaboration actions with international quality agencies
E2.03.01	Consolidating and improving outreach and collaboration with other stakeholders	Improving information on the work carried out by the Agency	No. of training/dissemination activities
E2.03.02		Strengthening alliances and partnerships with other stakeholders	No. of alliance and collaboration actions with other stakeholders

5.3. Strategic objectives and lines of action in Line 3: Direction, resources and people

<i>Code</i>	<i>Strategic objective</i>	<i>Lines of action</i>	<i>Monitoring indicators</i>
E3.01.01	Goal-oriented resource management	Improved management of IT and digital resources	No. of improvement actions in IT and digital resources management
E3.01.02		Improving financial resource management and accountability	No. of improvements in financial resource management and accountability
E3.02.01	Identifying people profiles and attracting talent	Actions to attract talent for the challenges of Unibasq	No. of improved procedures and protocols for talent attraction
E3.03.01	Promoting the professional development of the people who make up Unibasq	Improvement actions to respond to the needs of Unibasq and staff oriented towards service improvement.	No. of staff improvement actions aimed at service improvement
E3.03.02		Training plan aligned with the purpose, needs and challenges of Unibasq	No. of training improvement actions
E3.04.01	Improving strategic thinking and strategic direction	Internalising strategic thinking and strategic direction in the workforce	Reflection and strategic direction internalised in the workforce No. of contributions to the improvement of reflection and strategic management tools per staff member
E3.05.01	Reorganisation aimed at taking on new services and sustainability	Definition of a new coordination and teamwork system	Newly defined coordination and teamwork system
E3.06.01	Governance of Unibasq	Improving the interrelationship between Governing, Technical and Advisory Bodies	No. of improvements in the interrelationship between Governing, Technical and Advisory Bodies
E3.06.02		Improving the structure and functioning of the Technical Committees	No. of actions to improve the structure and functioning of the Technical Committees

