This Plan considers a broad time line for strategies that the institution must carry out in order to reach the objectives set, both in recovering economic balance and in supporting the recovery of the economic system under a shared, global objective to achieve sustainable development.

The general formulae of the Strategic Plan are being defined by the management team in a pluri-annual proposal that will take us to 2014, which is pending debate and approval by the USC’s collegiate bodies. Due to its scope and relevance, various aspects of it should be highlighted.

In terms of PEOPLE, under the EHEA we must offer students quality educational opportunities that enable them to prepare for internationalisation and professional success, in order to attract the best students and combat the brain drain. Educational methodology must pay greater attention to ensuring that students acquire competencies and skills that are not simply theoretical, by emphasising skills and savoir faire. This will not be possible without involvement of the Teaching and Research and Administration and Service staff, with whom we need to work and collaborate to ensure that their role is more aligned with the new medium and long-term objectives. As a result we must:

a) Establish optimal staffing, using a flexible human resource management model, including diversity, that is linked to the needs of the USC and particularly to attracting and promoting new teaching staff in order to facilitate the renewal with the advent of the next generation.

b) Attract students with a high academic potential and improve the educational process to include skills that will facilitate employability.

As far as UNIVERSITY ACTIVITY is concerned, firstly, and to guarantee our students’ adequate inclusion in the productive sector, we must review the academic programmes we offer in order to adapt them to the needs of contemporary society, which is based on knowledge and innovation, without forgetting the provision of historic qualifications and basic educational qualifications, which while not being strictly vocational, are vital in supporting human and scientific knowledge in all fields. We must also pay attention to improving the quality of our teaching and to ensuring that the work of our teaching staff is sufficiently valued, both by society - which should grant sufficient recognition of their work, and by those who manage Teaching and Research staff policy, aiming to respect the greater teaching or research vocation of each person on the basis of fair and equal criteria. We must also forge alliances with various
actors and in various fields of knowledge at local, autonomous region, state and international level, in the public, private, civic and academic sectors, combining the best knowledge, assets and capacities of each sector to achieve the best research and knowledge transfer results. Bearing this in mind, USC’s most urgent tasks in this area are:

a) Streamline and improve our courses after evaluating the various study programmes, especially the master’s degrees, and to develop the new PhD programmes’ structure.
b) Perfect the teaching quality assurance processes, as this is a fundamental sphere of university activity, requiring sufficient resources, materials and people.
c) Promote research excellence and achieve the participation of other institutions in managing research centres.

As for INSTITUTIONAL MANAGEMENT, under the EHEA, it is vital to internationalise university institutions, promote student, staff and researcher mobility and create international research group networks. We also need to seek greater income autonomy by diversifying the sources of financing, reinforcing our autonomy and obtaining greater managerial efficiency. To this end, we must modernise and professionalise our managerial work, support the development of Administration and Service staff’s professional careers with regard to public administrations and university services. We must also reinforce the inclusion of new technologies in teaching, research and management. Here, the most notable challenges are:

a) Establish a strategic plan to internationalise the university and project the USC’s international reputation.
b) Achieve the necessary balance between resources and needs by securing the former from public authorities and private entities, and by streamlining, efficiency and austerity.
c) Consolidate quality management, making progress in certifying services.
d) Implement e-administration and execute the III ICT Strategic Plan.

As for RELATIONS WITH SOCIETY, universities must play a more active role in generating and disseminating knowledge that facilitates innovation in the business sector, promoting an applied research perspective that facilitates knowledge and technology transfer to society and contributes to the socio-economic development of our area. In this sense, the USC has
demonstrated strong commitment to assuming social responsibility in recent years, but must make more efforts to consolidate and valorise this position, making the actions implemented more coherent and coordinated. Future university guidelines will mean that these institutions behave in a manner that is socially responsible in achieving sustainable development and are capable of combining economic, social and cultural dynamism with cohesion, equality, multi-cultural life, environmental protection, quality of life, recognition of social diversity and expanded opportunities, rights and skills. The University also needs social recognition and support, meaning that we need to improve our communication and accountability tools and mechanisms; incorporating new instruments and improving current instruments for publicising our activities both within the institution and externally, to achieve the social recognition that the University needs and deserves.

Therefore, the priorities to underline in this area are:

a) As part of the University’s third mission (dissemination and transfer of knowledge), reinforce economic growth and improve quality of life through research, knowledge transfer and innovation.
b) Make managing social responsibility systematic, targeting value creation for all stakeholders, as the basis of a model for the University accountability to society.
c) Draft and implement the second Gender Equal Opportunities plan and reduce the environmental impact of university activities through education and awareness, as well as savings and streamlining consumption.
d) Design and develop a comprehensive communications and marketing plan for the institution, to make it easier to attain USC’s objectives.

Social responsibility and sustainability must be our principal tools in working to achieve these objectives. The USC’s 2011-20 Strategic Plan incorporates Social Responsibility in the institution’s overall strategy, as the framework under which the USC explicitly commits to creating social, environmental and economic value as well as to dialogue, transparency and accountability to all members of the university community and society. The USC’s strategic plan establishes social responsibility as a key axis which, beyond its specific importance, impregnates and infects the other strategic axes, making social responsibility a strategic tool that gives the institution’s ini-
tiatives and actions greater coordination, and that facilitates open and constant dialogue with all of our stakeholders.

In achieving these objectives, we possess the most important and valuable asset – people. Thanks to them, we have made major achievements in teaching, research, services and management. They have also demonstrated their social and environmental commitment on an individual basis, while supporting the institution’s initiatives. Without them, it would be impossible to build a socially responsible university.