



Deusto

Universidad de Deusto
Deustuko Unibertsitatea
University of Deusto

2023 - 2026

Plan Estratégico
Plan Estrategikoa
Strategic Plan



Key indicators and targets

I > Values-based education

Main goals

- ▶ Implement a new transversal competences model in all undergraduate degrees
- ▶ Mainstream SDGs in Human Values Education in all undergraduate degrees
- ▶ Extend Human Values Education to new non-bachelor's degree qualifications
- ▶ Increase the number of training activities offered to students by the University Guidance Service by 30%
- ▶ Have 80 lecturers certified with Label 3 in teaching quality

Indicators used

1. Percentage of undergraduate degree programmes that have incorporated the new transversal competences model
2. Number of subjects in the Human Values Education module of the second year at undergraduate level that have included the SDGs in their content
3. Level of satisfaction in the Human Values Education module in undergraduate degrees
4. Number of non-bachelor's degrees that have specifically included Human Values Education content
5. Number of joint training actions conducted by the University Guidance Service for students each year
6. Number of tutors who have completed one of the actions on the tutorial Qualification Plan
7. Percentage of spaces, infrastructures and equipment adapted to the needs of new methodologies and the digitisation process
8. Number of Academic and Research Staff members holding a Label 3 accreditation certificate

Diversifying and innovating our range of academic programmes

Main goals

- ▶ A 20% increase in the number of credits offered in English
- ▶ A 6% increase in the number of credits offered in Basque
- ▶ A 20% increase in the number of international students on master's and doctoral programmes
- ▶ 14 new international double and joint bachelor's and postgraduate degrees
- ▶ 7 new official degrees in virtual mode
- ▶ 6 new undergraduate and postgraduate degrees with a dual education pathway
- ▶ A 75% increase in the number of students on official degrees with a dual education pathway or a University-Business pathway
- ▶ 600 new credits offered in virtual mode
- ▶ A 40% increase in courses and participants in continuing education and professional lifelong learning
- ▶ 70 new teaching and research staff recruited in the Faculty of Health Sciences
- ▶ 50% of lecturers in the Faculty of Health Sciences with specific training in problem-based learning methodology (PBL) and simulation

Indicators used

1. Total number of undergraduate degrees
2. Total number of master's degrees
3. Total number of credits offered in official undergraduate degrees
4. Total number of credits offered in official master's degrees
5. Percentage of credits offered in English out of the total number of undergraduate degrees
6. Percentage of credits offered in English out of the total number of Master's degrees
7. Percentage of credits offered in Basque out of the total number of undergraduate degrees
8. Percentage of credits offered in Basque out of the total number of master's degrees
9. Number of new face-to-face undergraduate and postgraduate degrees implemented at the University's sites other than Bilbao and San Sebastian
10. Percentage of international students enrolled in master's and doctoral programmes
11. Number of foreign students enrolled at undergraduate, postgraduate and doctoral level
12. Number of international partner universities with which double and joint degree programmes are offered
13. Number of international double and joint degree programmes
14. Number of international double and joint master's degree programmes



15. Number of official dual bachelor's degree programmes
16. Number of official dual master's degree programmes
17. Number of students enrolled in official bachelor's degrees with a dual education pathway or University-Business pathway
18. Number of students enrolled in official master's degrees with a dual pathway or a University-Business pathway
19. Number of degrees offered in collaboration with Vocational Training centres
20. Number of students in training programmes delivered in collaboration with Vocational Training centres
21. Number of undergraduate degrees offered in blended or online mode
22. Number of master's degrees offered in blended or online mode
23. Number of undergraduate or postgraduate credits taught in online mode
24. Percentage increase in the number of continuing education and lifelong learning courses
25. Percentage increase in the number of participants in continuing education and lifelong learning courses
26. Number of courses focused on university professional lifelong learning programmes delivered per year
27. Number of participants in university lifelong learning programmes
28. New teaching and research staff recruited in the Faculty of Health Sciences
29. Continuing education courses for health professionals
30. Percentage of lecturers in the Faculty of Health Sciences who have followed specific courses in PBL methodology and simulation

III > Focusing knowledge generation and transfer

Main goals

- ▶ Define and establish priority research and transfer areas
- ▶ Achieve 75% of research in priority research areas
- ▶ Achieve a 30% increase in the return obtained from international calls for proposals
- ▶ Achieve a 20% increase in contract revenues
- ▶ Have a 30% increase in the number of lecturers or researchers participating in *Horizon Europe* projects or similar projects
- ▶ Have a 50% increase in the number of lecturers or researchers under contracts with companies or non-business entities
- ▶ Have a 30% increase in the number of stakeholders involved in the Basque Science, Technology and Innovation Network with which the University collaborates

Indicators used

1. Identification of priority research and transfer areas or themes
2. Design and implementation of research and transfer structures
3. Percentage of research projects and contracts related to the priority areas/themes
4. Annual number of indexed scientific publications linked to priority areas
5. Annual number of defended theses linked to priority research areas
6. Annual return obtained from Horizon Europe calls or other international calls
7. Number of lecturers/researchers participating in Horizon Europe projects
8. Annual number of theses defended and awarded an international distinction
9. Annual number of scientific publications co-authored with members from foreign universities
10. Number of annual projects in competitive concurrence under cooperation/contracts signed with other actors of the Basque Science, Technology and Innovation Network
11. Number of lecturers/researchers participating in contracts with companies or non-business entities
12. Number of actors in the Basque Science, Technology and Innovation Network with which the University collaborates
13. Annual contract revenues

IV Promoting networking and its social impact

Main goals

- ▶ Achieve a 100% increase in the number of joint degrees offered in partnership with the Society of Jesus universities
- ▶ Launch 4 new joint degrees and 13 new European research projects within UNIC European University
- ▶ Achieve a 100% increase in the number of companies hosting students in dual mode
- ▶ Increase the number of companies offering internships by 25%
- ▶ Achieve a 50% increase in the number of universities and international organisations with which the University collaborates
- ▶ Improve the current employment and embedded employment rates
- ▶ Launch 24 new *spin-offs* by the University
- ▶ Create 100 new jobs in businesses launched by the University
- ▶ Launch the Social Campus jointly with 25 external institutions or entities
- ▶ Achieve a 20-percentage point increase in the number of spaces, infrastructures and facilities adapted to environmental sustainability criteria
- ▶ Invest 1.3 million euros in projects to improve the energy efficiency of the University's infrastructure
- ▶ Achieve a 40% increase in social media post impressions
- ▶ Achieve a 20% increase in the University's effective membership of boards, boards of trustees or forums of public or private institutions

Indicators used

1. Number of joint degrees offered with the Society of Jesus universities
2. Number of AUSJAL universities with collaboration agreements
3. Number of joint degrees with UNIC universities
4. Number of European research projects in collaboration with UNIC universities
5. Number of companies hosting students in dual mode
6. Number of educational cooperation agreements with economic and social actors to promote company internships
7. Number of companies hosting internships
8. Number of universities and other international organisations with which the University collaborates
9. Undergraduate employment rate
10. Embedded employment rate
11. Percentage of graduates working with a permanent contract
12. Percentage of undergraduate students participating in entrepreneurship programmes
13. Percentage of master's degree students participating in entrepreneurship programmes
14. Annual number of spin-offs created by the University in a year



15. Annual number of jobs generated in the businesses created by the University
16. Number of agreements in force with non-university works of the Society of Jesus
17. Number of people in the coordination teams of the cross-sectoral projects run by the Loyola Platform of the Society of Jesus
18. Percentage of research conducted by the Social Campus
19. Percentage of internships offered by the Social Campus
20. Number of institutions receiving services under the Social Campus scheme
21. Level of satisfaction of the institutions with which we collaborate on the Social Campus
22. Percentage of spaces, infrastructures and equipment adapted to environmental sustainability criteria
23. Annual investment in projects to improve the energy efficiency of the University's infrastructure
24. Number of entries in leading publications
25. Number of social media post impressions
26. Number of actual memberships as a University on boards, boards of trustees or forums of public or private institutions



V Strengthening a University Community committed to its Mission

Main goals

- ▶ Achieve a 50% increase in the staff participating in internal training schemes
- ▶ Increase in the number of people trained by UNIJES or the Jesuit Province by 50%
- ▶ Create new participatory councils involving representatives of academic and technical staff
- ▶ 1200 grant recipients studying at the University each year
- ▶ Achieve a 50% increase in the number of student associations and groups
- ▶ Achieve a 50% increase in the number of women enrolled in STEM degrees
- ▶ Increase the number of bilingual staff (Basque-Spanish) by 12%
- ▶ Draft a new Equality Plan
- ▶ Achieve a 10% increase in the percentage of spaces, infrastructures and equipment adapted to universal accessibility criteria
- ▶ Increase the number of foreign academic staff by 100%
- ▶ Obtain 6 million euros in revenue from new activities
- ▶ Reorganise the University's structures and positions
- ▶ New General Statutes and regulatory system

Indicators used

1. Number of new measures to support work-life balance
2. Percentage of staff participating in internal training plans
3. Number of people trained in UD leadership and Ignatian leadership
4. Number of centres with professional development plans
5. Creation of new participatory councils involving representatives of academic and technical staff
6. Number of meetings held in the new participatory councils
7. Number of people participating in the Apostolic Community
8. Level of satisfaction of the participants in the Apostolic Community
9. Percentage of students receiving a grant from the University
10. Number of students attended to in non-university aid or assistance programmes
11. Annual number of faculty/university governing body meetings with direct student participation

12. Number of student associations and groups
13. Number of women enrolled in STEM degrees
14. Number of bilingual lecturers/researchers (Basque-Spanish)
15. Percentage of bilingual lecturers/researchers (Basque-Spanish)
16. Number of bilingual administration staff (Basque-Spanish)
17. Percentage of bilingual administration staff (Basque-Spanish)
18. Number of bilingual lecturers/researchers (English-Spanish)
19. Percentage of bilingual lecturers/researchers (English-Spanish)
20. Number of bilingual administration staff (English-Spanish)
21. Percentage of bilingual administration staff (English-Spanish)
22. Drafting of a new Equality Plan
23. Percentage of spaces, infrastructures and equipment adapted to universal accessibility criteria
24. Percentage of academic staff with foreign nationality
25. Number of disabled people recruited
26. Number of people who have undergone UNIJES training
27. Number of people who have received training by the Province
28. Level of satisfaction of the people who completed the above training courses
29. Increased revenue vs. increased expenditure
30. Increased revenue from new activities
31. Financial rating obtained
32. Development of a three-year financial plan
33. Reorganisation and standardisation of the University's structures and positions
34. Reform and simplification of the internal regulatory system
35. Reform and approval of new General Statutes





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