



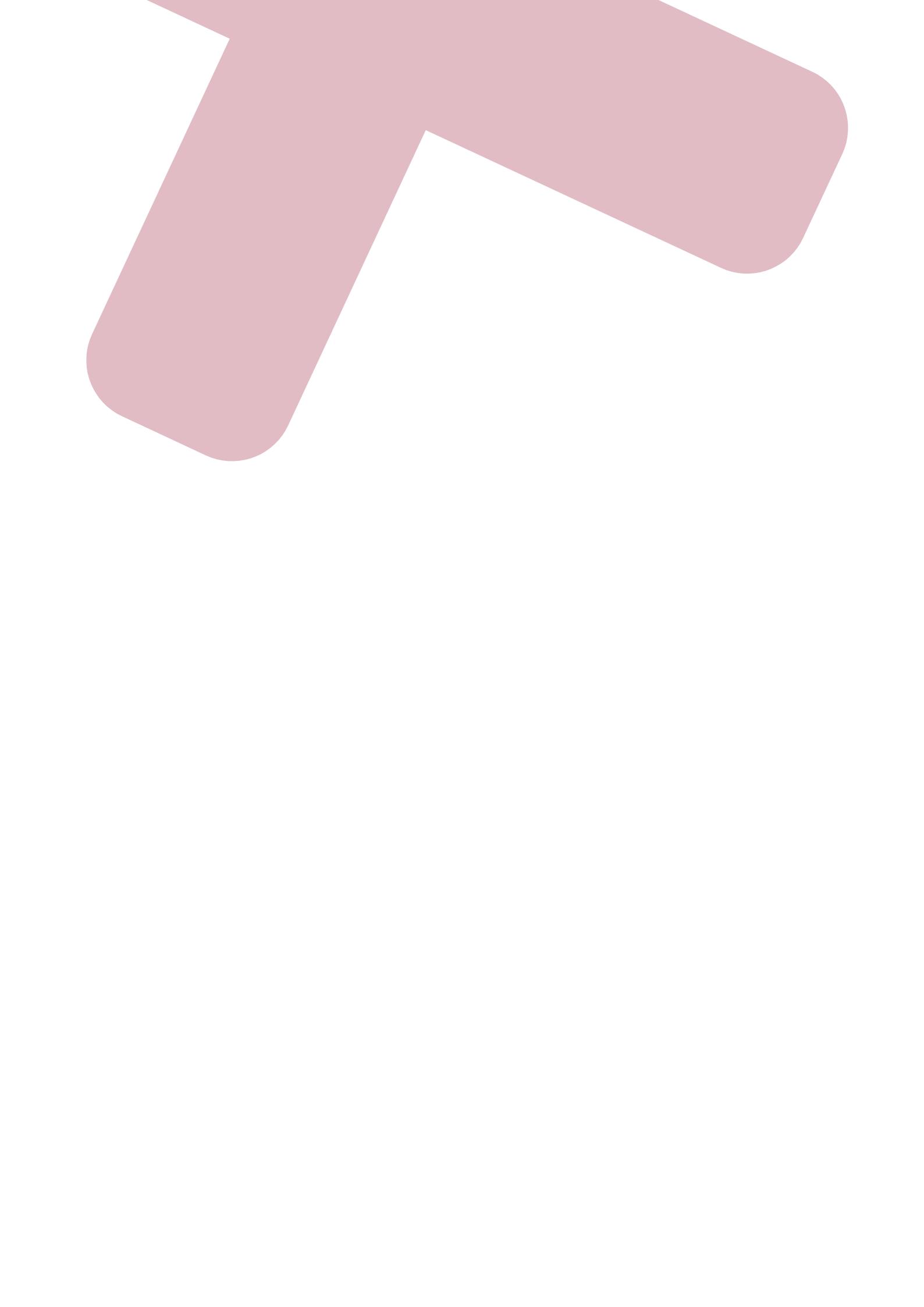
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ELECTION PROGRAM

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Candidate for Rector

University of Valencia 2026



DOING + UNIVERSITY

The **University of Valencia (UV)** is an institution with more than 525 years of history, built on knowledge, freedom of thought, and public service. Over time, it has been a driving force for social, cultural, and scientific transformation, and today it continues to be a benchmark for public universities in Europe. In a **context of rapid change, the UV faces the challenge of renewing itself** with ambition, without losing its leadership or its mission as a humanistic Estudi General, or its vocation for public service.

The program we present proposes to build a **university that moves forward**: public, inclusive, diverse, sustainable, and rooted in the territory, but at the same time open to the world and connected to the great global challenges of the 21st century. "**Doing + University**" is a collective invitation to participate in a shared project, based on proximity, transparency, and the ability to transform reality.

This program is a commitment to a university **with purpose and courage**. With purpose, because all governance decisions must be geared toward improving teaching, research, knowledge transfer, management, culture, and university life based on the value of public service. A public service for everyone that leaves no one behind. And with courage, to face structural challenges such as staff stabilization, administrative simplification and reduction of bureaucracy, sufficient funding, efficient digital transformation, sustainability, effective equality, internationalization, and connection with society.

A UNIVERSITY THAT BELIEVES IN PEOPLE

People are at the heart of the University of Valencia. The teaching staff, students, technical, management, administrative, and service personnel, and research staff form the core of a diverse community committed to the common good. Believing in people means placing them at the center of university policies, encouraging participation, guaranteeing equal opportunities, caring for health and well-being, and promoting professional development and internal talent. A university that cares for its people is a university that ensures quality, future, and cohesion.

This program is structured around **five human pillars** that define and sustain the university community of the University of Valencia:

- **Teaching and research staff (PDI)** and **research staff (PI)**, who are central to teaching and research, deserve stability, recognition, and conditions that foster talent development and pedagogical innovation.
- **Technical, management, administrative, and service staff (PTGAS)**, who are the backbone of the institution's day-to-day operations, need a defined career path, truly useful digitalization, and more agile, efficient, and respectful management.
- **Students**, the raison d'être of the university, must enjoy a modern, inclusive, and international educational experience that guarantees their overall well-being.
- As the recipient of public university services, **Valencian society** must perceive the University of Valencia as an active ally of social and cultural progress and social justice.

This commitment to people **is cross-cutting** and permeates all the policies in the program.

It translates into a **guarantee of real equality of opportunity, the promotion of work-life balance, and attention to the mental and emotional health** of the entire university community. It also involves the creation and maintenance of peaceful, safe, and inclusive spaces, where no one is excluded for reasons of economic status, gender, or functional diversity. In short, it is a firm commitment to the dignity and recognition of all those who, often discreetly, make the day-to-day running of the university possible.

Believing in people also means **investing in their development and growth**. We aspire to a university that promotes continuous training, professional development, and the promotion of internal talent as drivers of innovation. An institution where people want to work, study, and live; an environment that generates pride and a sense of belonging, and in which well-being is a shared, real, and measurable value.

The ultimate goal is to build a **cohesive and co-responsible university community**, where each person feels that their efforts are meaningful and have an impact. A university that inspires confidence, supports the initiatives of its people, and recognizes both excellence and daily commitment. When the university believes in its people, its people believe in the university.

A UNIVERSITY THAT DARES TO LOOK FAR AHEAD

Our university project is structured around **five pillars and twenty-two strategic areas**—from governance, digitization, and administrative simplification of academic programs, research, sustainability, equality, internationalization, and culture—which form a coherent roadmap for the period 2026-2032. These are not isolated areas, but interdependent pillars that enable progress towards **a more agile, fair, efficient, and participatory university**.

THE UNIVERSITY OF VALENCIA IS TRANSFORMATION. *Participatory and digital governance*

1. Governance, transparency, and democratic quality
2. Digitizing excellence
3. Simplification and administrative transformation
4. Sustainable financing and economic management
5. Communication and institutional reputation

THE UNIVERSITY OF VALENCIA IS PRESENT. *The university community at the center*

6. The student body
7. Technical, management, administrative, and service staff
8. Teaching and research staff

THE UNIVERSITY OF VALENCIA IS THE FUTURE. *Pride of the University*

9. Academic programs

10. Research and development
11. Innovation and knowledge transfer
12. Internationalization and cooperation
13. Employment and entrepreneurship
14. Continuing education and teaching transformation

THE UNIVERSITY OF VALENCIA IS SUSTAINABLE AND HEALTHY. *Progress and well-being*

15. Infrastructure, a lively and sustainable campus
16. University social responsibility and SDGs
17. Health and well-being on university campuses
18. Sports and athletes
19. Equality, diversity, and well-being

THE UNIVERSITY OF VALENCIA, OUR ROOTS. *Commitment and social benchmark*

20. Multilingualism as an opportunity
21. Culture and cultural, natural, and scientific heritage
22. Society, territory, and local development

Each of these **twenty-two areas** responds to real and specific needs and offers specific **objectives, commitments, and measures** that can be verified throughout this program, which has been made possible through active listening to the university community. They form a **living, open, and participatory** program, designed to grow with the participation of the university community and aimed at consolidating the University of Valencia as an institution that inspires confidence, generates pride, and projects hope.

A UNIVERSITY OF VALUES AND EXCELLENCE

This entire program is based on certain fundamental values: **academic freedom, equality, well-being, public responsibility, sustainability, and social justice**. These principles guide our understanding of the public university as a space for critical thinking, ethical governance, and commitment to society. **Excellence** is only possible when accompanied by equity, transparency, and accountability.

Academic freedom is the foundation upon which the university is built. It constitutes the right and duty to think, teach, and research without pressure or dogma, guaranteeing intellectual plurality and critical thinking. University of Valencia must be a space where teaching and research are free, but also responsible, committed to truth, reason, and scientific evidence. This freedom is the best defense against misinformation, populism, and the trivialization of public debate.

Equality is not a rhetorical aspiration, but a daily practice that strengthens the quality and cohesion of the university. There can be no excellence without equity, nor

progress if part of the community is left behind. The University of Valencia must guarantee real equality of opportunity for all people, regardless of their situation, gender, origin, or condition. This requires effective equality plans, firm protocols against any form of discrimination, support for functional diversity, and an active commitment to inclusion.

The **well-being** of the university community is an essential condition for a high-quality public university. The University of Valencia must place the physical, mental, emotional, and social health of its teaching and research staff, administrative and technical staff, and students at the center of its policies, understanding it in a comprehensive and preventive manner. This implies healthy work and study environments, reasonable workloads, real work-life balance, accessible psychological support, and an institutional culture that cares for people. At the same time, well-being requires an agile administration that serves the community: simplifying procedures, reducing unnecessary bureaucracy, and eliminating administrative obstacles is also a health policy, because it frees up time, reduces stress, and allows energy to be devoted to teaching, research, transfer, management, and learning. A university that cares for its well-being is a more humane, more efficient, and more committed university.

Public responsibility is the value that legitimizes the University in the eyes of society. As a publicly funded institution, the University of Valencia must act with transparency, efficiency, and accountability, ensuring rigorous management of resources and a positive and measurable impact of its actions. This responsibility involves governing with honesty, planning judiciously, and demonstrating that the public university is a benchmark for good governance and institutional ethics.

Sustainability is understood in a broad sense: environmental, economic, social, and generational. We aspire to a university that reduces its ecological footprint, moves towards climate neutrality, and promotes a shared environmental culture. At the same time, we must plan for the long term, ensure the generational renewal of staff, and preserve the institution's tangible and intangible heritage. Being sustainable means guaranteeing the continuity and quality of the university's public service.

Finally, **social justice** is the value that gives meaning to the project as a whole. The public university exists to ensure that knowledge is a right and not a privilege. This entails a fair scholarship policy, support for students in vulnerable situations, an active presence in the territory, and close collaboration with social institutions and entities.

This is the University of Valencia we propose: **a university of values and excellence, capable of combining tradition and innovation, rigor and care, ambition and consistency**. A university that moves forward with everyone, aware of its legacy and its future, and fully committed to its *raison d'être*: to serve people and transform the future with knowledge, justice, and humanity.

A UNIVERSITY FOR THE FUTURE

The **future of the University of Valencia** depends on its ability to think long term, **anticipate change, and act with strategic vision**. We find ourselves in a context of profound transformation, in which scientific and technological evolution, the climate emergency, social diversity, changes in global geopolitics, and new models of knowledge production and transmission are redefining the role of universities. In this scenario, the University of Valencia must take on the challenge not only of adapting, but also **of leading change**, consolidating its academic prestige, and reinforcing its commitment to the social, economic, and cultural progress of the region.

1. Reinventing the university model: evolving towards a university of lifelong learning, with flexible and cross-disciplinary pathways, micro-credentials, and continuing education adapted to diverse life trajectories, and moving beyond the traditional linear academic model.

2. Integrate artificial intelligence with ethical and humanistic criteria: turn the UV into a European benchmark in the critical and responsible use of artificial intelligence in teaching, research, and management, ensuring algorithmic transparency, data sovereignty, and equity in access to knowledge.

3. Becoming a major laboratory for sustainability and ecological transition: transforming campuses into spaces that demonstrate climate neutrality, circular economy, and green innovation, where research, teaching, and management act in an integrated manner as a model for the region.

4. Position the university as a key player in social and democratic cohesion: strengthen the role of the UV as a space for critical thinking, open science, and rigorous public debate, capable of combating misinformation and actively contributing to democratic quality.

This is the university we propose: a bold, open, enthusiastic, and cohesive university that innovates without forgetting its history, governs with values, and transforms society with knowledge, empathy, and hope.

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THE UNIVERSITY OF VALENCIA IS TRANSFORMATION

PARTICIPATORY GOVERNANCE AND DIGITALIZATION

The University of Valencia is facing a decisive stage in which its ability to transform itself with discernment, responsibility, and ambition will determine its future strength as a leading public university. In a context marked by institutional complexity, technological acceleration, demands for democratic transparency, and the need for sufficient and sustainable funding, **good governance is now an essential condition** for ensuring academic quality, internal cohesion, and social trust.

This first axis places the **transformation of the governance model** at the center of the university project. This transformation is not limited to introducing new digital tools, but involves a different way of understanding university governance: more open, more participatory, data-driven, results-oriented, and, above all, deeply committed to the values of public service, accountability, and democratic quality. The university needs agile but protective decision-making structures, capable of listening to the university community and converting collective knowledge into effective policies.

Digitization is conceived as a strategic lever in the service of excellence, not as an end in itself. Digitization means simplifying processes, reducing bureaucracy, innovating in teaching, improving information management, and facilitating more informed, transparent, and equitable decision-making. This transformation must be inclusive and people-centered, ensuring that no one is left behind and that technology reinforces—rather than replaces—the human dimension of the university.

Closely linked to the above, **administrative simplification and transformation** refers to digital transformation focused on economic, administrative, and human resources management, with the aim of reducing bureaucratic burdens, improving the experience of the university community, and increasing the efficiency, transparency, and quality of the services provided by the University of Valencia.

At the same time, institutional transformation requires **rigorous, sustainable economic management with a long-term vision**. Only with multi-year financial planning, efficient resource management, and a firm defense of adequate public funding will it be possible to sustain the quality of teaching, research, infrastructure, and university services. Economic responsibility is also an expression of democratic responsibility toward society.

Finally, this axis incorporates **communication and institutional reputation** as key elements of good governance. A transformative university must be able to explain what it does, why it does it, and what impact it has, both internally and externally. Transparency of information, consistency in the institutional narrative, and public promotion of the value of public universities are essential for strengthening social trust, a sense of belonging, and collective pride in the university community.

The **five strategic areas** that make up this axis form a coherent framework for promoting a more modern, open, efficient University of Valencia that is prepared to lead the challenges of the present and the future.



GOVERNANCE, TRANSPARENCY AND DEMOCRATIC QUALITY

A UNIVERSITY WITH GOOD GOVERNANCE, REAL PARTICIPATION, AND ACCOUNTABILITY

As a public and democratic institution, the University of Valencia must ensure that **all decisions are made based on criteria of transparency, participation, and accountability**. This project promotes a new era of open, more participatory, ethical, and collaborative university governance, capable of combining management efficiency with high democratic quality and strengthening institutional trust through the intelligent and responsible use of new digital tools.

GENERAL OBJECTIVE

The objective is to move towards a model of **accessible, efficient, and transparent governance**, based on rigorous strategic planning and the intelligent use of data, which facilitates informed and agile decision-making, reduces bureaucratic burdens, and preserves control, institutional quality, and accountability at all times.

The active participation of the university community—faculty, staff, administrative personnel, and students—is an essential element, reinforced by direct digital channels that allow for the consultation, proposal, and sharing of initiatives and concerns in an accessible, effective, and continuous manner.

SPECIFIC OBJECTIVES

Objective 1. Modernize governance, adapting it to new times and the needs of a complex institution. An evidence-based, data-driven, and strategically planned university management model must be established to anticipate challenges, evaluate policies, and ensure spending efficiency. At the same time, it is essential to improve coordination, reduce bureaucracy, and simplify processes to streamline decision-making without losing control or institutional quality.

Objective 2. Promote participatory governance and collective co-responsibility. A democratic university needs spaces where all voices—students, faculty, staff, PTGAS, and civil society—can actively contribute to the design of institutional policies. More agile, open, and digital participatory mechanisms must be promoted to connect the central government with the centers, departments, institutes, campuses, and the university community. Furthermore, good governance is not only about doing things well, but also about doing them in accordance with the principles of justice, equality, transparency, and respect.

Objective 3. Strengthen transparency and integrity. The University of Valencia must be exemplary in its use of public resources and in communicating its results. This requires strengthening the channels for publishing information, making budgets more comprehensible, and periodically evaluating university public policies. Transparency is not only a legal requirement, but also a commitment to social trust and democratic legitimacy.

Objective 4. Strengthen quality and continuous improvement. This objective aims to consolidate a people-oriented, useful, and non-bureaucratic quality system that facilitates real improvement in services, teaching, and university management. The simplification of processes and reports, specialized technical support in centers and services, and the incorporation of common digital tools will reduce unnecessary burdens and add effective value to the work of teaching and research staff and administrative and support staff.

KEY MEASURES

- Create the UV Participa Platform, where the university community can make inquiries, proposals, and hold debates online.
- Establish secure and reliable electronic voting, progressively, in all electoral processes within the university community.
- Promote strategic and digital planning, with specific objectives, data, and impact and outcome indicators.
- Develop efficient internal communication channels that minimize redundancies and promote synergies.

INDEX OF OBJECTIVES AND COMMITMENTS

Objective 1. Modernize governance

- Increase the coordination, effectiveness, and efficiency of the governance model
- Create a data- and evidence-based governance and decision-making system

Objective 2. Promote participatory governance and collective co-responsibility

- Encourage participation and university democracy
- Consolidate governance without gender gaps

Objective 3. Strengthen transparency and integrity

- Increase transparency and ensure accountability
- Strengthen institutional integrity and ethics
- Ensure democratic quality and institutional efficiency

Objective 4. Promote quality and continuous improvement

- Strengthen the quality system with a human, useful, and non-bureaucratic model
- Strengthen the culture of continuous improvement throughout the UV community

With this project, the UV reaffirms its public mission and commits itself, with firmness and conviction, to a future in which good governance means **listening, sharing, explaining, deciding together, and being accountable**.

Objective 1. Modernize governance

Commitments	Measures
Increase the coordination and effectiveness of the governance model	<p>1 Strengthen coordination between the rector's office and the administrations of the centers, departments, and institutes.</p> <p>2 Simplify evidence-based decision-making with reliable and relevant data.</p> <p>3 Establish efficient internal communication channels that minimize redundancies and promote synergies.</p> <p>4 Increase the number of meetings, extend deadlines, and improve the documentation of the Governing Council and the Faculty Senate to promote dialogue and consensus with the university community.</p> <p>5 Update the organizational structure and provide it with Rules of Organization and Functioning (ROF) adapted to the challenges facing the UV in the 21st century.</p> <p>6 Promote strategic and digital planning in all areas, with specific objectives, data, and impact and results indicators.</p> <p>7 Develop and approve the UV Strategic Plan 2027-2032, with the active participation of the entire university community, to guide and provide a medium-term strategic framework for the other proposed sectoral master plans, such as those for infrastructure, sustainability, research, internationalization, health, well-being, sports, etc.</p> <p>8 Establish a schedule of regular meetings between the rector and the governing team with the deans, department and institute directors, services, and student and union representatives.</p>
Commitments	Measures
Create a system of governance and decision-making based on data and evidence.	<p>9 Promote digital transformation and data governance initiatives to ensure modern, reliable, and evidence-based governance and decision-making tools.</p> <p>10 Implement public dashboards that are accessible to the entire UV community.</p> <p>11 Establish clear protocols for data quality, security, and interconnection between platforms.</p> <p>12 Train key personnel in data analysis and evidence-based decision-making.</p>

Objective 2. Promote participatory governance and collective co-responsibility

Commitments	Measures	
Promoting participation and university democracy	13	Create the UV Participa Platform, where the university community can make inquiries, proposals, and hold debates online.
	14	Establish secure and guaranteed electronic voting, progressively, in all electoral processes within the university community.
	15	Encourage the direct participation of teaching and research staff, administrative and technical staff, general support staff, and students in strategic and regulatory planning through dedicated communication and participation channels.
	16	Create participatory university budgets for initiatives by centers, institutes, services, and students.
	17	Strengthen center and department councils as spaces for active deliberation.
	18	Arrange for the rector and the governing team to visit centers and research institutes every six months to gather information about their interests and demands.
	19	Promote the work of the Negotiating Committee as a forum for debate on working conditions and strengthen the policy of agreements.
Commitments	Measures	
Consolidate governance without gender gaps.	20	Ensure a balanced presence of women and men in all governing bodies.
	21	Promote training programs in government and female leadership.
	22	Establish institutional communication free of gender stereotypes.
	23	Recognize and value female role models in the fields of government and leadership.

Objective 3. Strengthen transparency and integrity

Commitments	Measures	
Increase transparency and ensure accountability	24	Renew the UV Transparency Portal with more accessible and understandable information.
	25	Publish annual budget execution reports in relation to government objectives .
	26	Promote open accountability sessions of the Rector's Office before the university community.
	27	Broadcast the sessions of the Governing Council online , as is already done with those of the Faculty Senate.
	28	Publish the official agenda of the Rector and her team.
Commitments	Measures	
Strengthen institutional integrity and ethics.	29	Develop a UV Code of Ethics with specific protocols on integrity and conflicts of interest. Strengthen the internal reporting channel.
	30	Promote the Public Integrity Committee to establish best practices and oversee implementation.
	31	Implement practical and useful training on ethics, public integrity, and responsible governance for academic positions and technical managers.
	32	Develop a protocol for the protection of whistleblowers and good practices for internal reporting.
Commitments	Measures	
Ensure democratic quality and institutional efficiency	33	Promote an institutional system for evaluating governance and participation .
	34	Promote external accreditation of good governance practices in collaboration with other universities.
	35	Implement annual " UV Good Governance " conferences to discuss transparency and university democracy.
	36	Produce biennial reports on democratic quality with recommendations and public indicators.

Objective 4. Strengthen quality and continuous improvement

Commitments	Measures
Strengthen the quality system with a human, useful, and non-bureaucratic model	<p>37 Simplify quality processes and reports to eliminate duplication and procedures with no added value.</p> <p>38 Create a computer application with assistance, templates, and common tools to facilitate the work of the PDI, PI, and PTGAS.</p> <p>39 Provide greater support in centers and services with ongoing advice from specialized staff.</p> <p>40 Moving from a punitive model to a model of support and improvement.</p> <p>41 Periodically evaluate university services using clear indicators and shared criteria.</p> <p>42 Incorporate the opinions of teaching and research staff, administrative and technical staff, general administrative staff, and students into the evaluation of services.</p> <p>43 Publish annual reports on results and improvements implemented.</p> <p>44 Specific recognition for teaching and research staff and PTGAS who lead or perform support tasks for the maintenance of the quality system and continuous improvement, with remuneration effects, extraordinary bonuses, or teaching reductions.</p>
Commitments	Measures
Strengthen the culture of continuous improvement throughout the UV community.	<p>45 Create the UV Improvement Program with training, advice, and support for units to promote and strengthen the culture of continuous improvement.</p> <p>46 Recognize good practices with institutional awards and recognition.</p> <p>47 Promote interdisciplinary working groups to solve real challenges in quality and continuous improvement.</p>



DIGITIZING EXCELLENCE

TOWARDS A SMART AND HUMANE UNIVERSITY

Digital transformation is one of the fundamental strategic pillars for the future of the University of Valencia. It is not only a technological challenge, but also a profound cultural and organizational transformation that directly affects the way we work, communicate, and make decisions. Even with the advances already made in the digitization of processes, it is still necessary to consolidate a true **shared digital culture, oriented towards efficiency, administrative simplification, and focused on people**.

Our program proposes a comprehensive strategy aligned with the vision of **digital humanism**, which integrates modern technological infrastructures, interoperable tools, advanced and responsible data management, and the development of digital skills throughout the university community, always ensuring inclusion and that no one is left behind.

GENERAL OBJECTIVE

The objective is to move towards a **smart**, but deeply human **university**, capable of ethically and responsibly leveraging **information technologies, data, and artificial intelligence** to improve management, research, teaching, and services in the university community and Valencian society. It is about putting **technology at the service of people**, and not the other way around.

This transformation must translate into effective and sustained simplification of procedures through advanced and integrated data management, intelligent process automation, and system interoperability, with the aim of **reducing bureaucratic burdens, increasing efficiency, and improving service quality**. At the same time, it must facilitate more informed and transparent decision-making, strengthen data security and protection, and ensure that technological innovation is always at the service of people, without excluding anyone or losing the human dimension that defines the public university.

SPECIFIC OBJECTIVES

Objective 1. Promote data governance and digital ethics. In a complex university such as ours, data must be treated as a unique and cross-cutting strategic institutional resource. A model based on the FAIR principles (*Findable, Accessible, Interoperable, Reusable*) must be established to guarantee the quality and accessibility of information. This model must be accompanied by ethical leadership in the use of artificial intelligence (AI) and algorithmic transparency. We will move towards clear institutional leadership with the creation of a centralized structure that avoids the fragmentation of initiatives and defines a unified roadmap for digital transformation and AI, drawing inspiration from internationally successful models.

Objective 2. Promote personalized teaching and digital humanism. Technology must

be used to personalize learning and support students, but also to motivate, support, and protect teachers. This involves adapting assessment to the new challenges of AI, combating technological fraud, and offering reverse mentoring and training programs to avoid the digital divide among senior teaching and research staff.

Objective 3. Digitize research, transfer, and heritage. The priority is to apply information technologies to solving problems in various areas, such as excessive bureaucracy in scientific management, storage and cloud computing problems for research groups, and the challenges of modernizing university heritage management, among others.

Objective 4. Transform administrative management and reduce bureaucracy. The interoperability of systems must enable progress towards a comprehensive, efficient, and people-oriented e-government model, in which the intelligent automation of repetitive processes (RPA) and the implementation of advanced request and incident management systems contribute to freeing the PTGAS, PDI, and PI from unnecessary bureaucratic burdens. This transformation must be developed with the active participation of users in the design, implementation, and testing of new tools, ensuring their real usefulness and suitability for work processes. Likewise, a viable and realistic implementation plan for the new applications must be ensured to avoid foreseeable failures due to lack of planning and adequate training. This objective is closely related to the following point and is developed in more detail in the section on "Simplification and administrative transformation."

Objective 5. Define a *Smart Campus* model. Beyond ensuring connectivity, the University of Valencia must move towards a *Smart Campus* capable of managing university spaces, energy resources, and services in an intelligent, secure, efficient, and sustainable manner, improving the daily experience of the university community and reducing environmental impact.

KEY MEASURES

- Create the Data Office to guarantee unique data under FAIR principles.
- Facilitate universal access to AI for the university community.
- Create a "Personalized UV" AI model for 24/7 virtual tutoring and assistance to resolve academic questions.
- Enable a research cloud to solve storage and collaboration space problems for research groups.
- Generalize the electronic file for all administrative procedures with a general-purpose document manager.

INDEX OF OBJECTIVES AND COMMITMENTS

Objective 1. Promote data governance and digital ethics

- Improve data availability and quality
- Ensure ethics and transparency in the use of AI

Objective 2. Promote personalized teaching and digital humanism

- Personalize and increase student support
- Promote teaching innovation and secure assessment with digital tools
- Create a reverse mentoring program for teaching and research staff

- Ensure the accessibility, quality, and inclusion of teaching materials

Objective 3. Digitize research, transfer, and heritage

- *Zero* bureaucracy for teaching and research staff and PI
- Improve data and cloud infrastructure
- Promote digital heritage and open science

Objective 4. Transform administrative management and reduce bureaucracy

- Increase operational efficiency
- Strengthen PTGAS training and participation in the transformation process

Objective 5. Define a Smart Campus model

- *Smart Campus* and space and resource management
- Implementation of hybrid classrooms and multimedia support
- Promote the use of *blockchain* and AI for employability and certification

In short, this program ensures that the university does not act as a passive participant in the digital transformation, but rather as a **leading institution that uses innovation as a lever to reinforce its public service mission and ensure** accessible, ethical, and fully people-centered **excellence**.

Objective 1. Promote data governance and digital ethics

Commitments	Measures
Improve the availability and quality of data	<p>48 Create the Data Office. This office will enable cross-cutting coordination to ensure unique data under FAIR principles.</p> <p>49 Strengthen and automate the Internal Quality Assurance System (SAIC) for the agile collection of evidence and the improvement of indicators for the accreditation of degrees without overburdening the centers.</p> <p>50 Promote federated governance with a single data system that integrates information from all campuses and structures and eliminates information silos.</p> <p>51 Create a 360° dashboard as a strategic tool for evidence-based decision-making in real time.</p>
Commitments	Measures
Ensure ethics and transparency in the use of AI.	<p>52 Create an AI Ethics and Transfer Committee. This body will not only lead the ethical debate, but will also act as a seal of guarantee and quality to oversee the responsible transfer of algorithms in society and businesses, following international standards of legal and reputational security.</p> <p>53 Facilitate universal access to AI for the university community with professional, high-quality tools to prevent a digital divide based on economic capacity.</p> <p>54 Define the Statute of Ethical Use, a clear and simple regulation on the use of generative AI and the protection of intellectual property.</p> <p>55 Promote a comprehensive AI strategy that involves the entire university community with the creation of an AI Strategy Office: a unit dedicated to centralizing the AI roadmap at the UV (2026-2030), conducting capacity audits, and coordinating efforts to position the UV as a leading AI hub in the Mediterranean, avoiding duplication and optimizing resources.</p>

Objective 2. Promote personalized teaching and digital humanism

Commitments	Measures	
Personalize and increase support for students	56	Create a "Personalized UV" model and AI tutors, as 24/7 virtual assistants to answer academic questions.
	57	Develop an early warning system to detect the risk of dropouts with <i>Learning Analytics</i> .
	58	Promote total digital inclusion with guaranteed universal accessibility in all virtual environments.
Commitments	Measures	
Encourage teaching innovation and secure assessment with digital tools.	59	Create a commission of experts to implement reliable ICT-based exams, with anti-fraud technology and infrastructure.
	60	Create a technological anti-fraud commission made up of a group of experts to analyze the risks of copying using new technologies.
	61	Create a catalog of educational software that expands the current catalog with licenses for new design and content creation tools.
Commitments	Measures	
Create a reverse mentoring program for teaching and research staff	62	Create the Senior Connected Reverse Mentoring Program for teaching and research staff, through which junior faculty or technical support staff can help seniors avoid the digital divide leading to demotivation or disconnection before retirement.
	63	Facilitate the use of "Zero Code" assistants, AI tools to make the task easier for faculty without specialized technical knowledge.
Commitments	Measures	
Ensure the accessibility, quality, and inclusion of teaching materials.	64	Ensure that all teaching materials are accessible: readable PDFs, subtitled videos, formats compatible with screen readers, etc.
	65	Adopt European digital accessibility standards (WCAG 2.2).
	66	Implement AI tools to generate subtitles, transcripts, and alternative formats.

Objective 3. Digitize research, transfer, and heritage

Commitments	Measures	
Zero bureaucracy for teaching and research staff and intellectual property	67	Ensure full interoperability of the GREC and DOCENTIA applications and automation of data entry to avoid redundancies. Automatic, centralized, single registration for various purposes: six-year periods, accreditations, projects, etc.
	68	Create an intelligent project manager for PDI that functions as an assistance interface for consulting information, justifying expenses, and preparing administrative documentation.
	69	Promote access to specialized software licenses that facilitate and improve research and teaching tasks.
Commitments	Measures	
Improve computing, data, and cloud infrastructure.	70	Enable a research cloud to solve the storage and collaboration space problems of research groups. Dispersed storage capacity must be unified instead of <i>Microsoft</i> , <i>UV Cloud</i> , or physical disks to offer expanded and secure quotas for personal and scientific use.
	71	Improve the computing capacity of the UV cloud.
	72	Provide the local node of the Singular Scientific and Technical Infrastructure (ICTS) of the Spanish Supercomputing Network (RES) at the UV with a recognized institutional structure and character. This will consolidate the UV not only as a computing node, but also as a reference data node, ensuring the long-term preservation of data from high-impact projects.
	73	Implement a "Synergy Search Engine" to connect research staff in internal interdisciplinary networks.
Commitments	Measures	
Promote digital heritage and open science	74	Create the <i>Digital Humanities Lab</i> : digitization of historical collections using AI.
	75	Promote the dissemination of open data: foster a culture of shareable research data (<i>Open Data</i>).
	76	Promote the digitization of TFG and TFM with 100% digital management of the deposit, defense, and management of the courts and integration into a shared database like TESEO.

Objective 4. Transform administrative management and reduce bureaucracy

Commitments	Measures
Increase operational efficiency	<p>77 Develop a new advanced request and incident management system: implementation of a modern, secure platform that automates processes and leverages existing internal data. The system must ensure a streamlined experience that eliminates unnecessary requests for information.</p> <p>78 Implement a common system of collegiate bodies and committees to automate the convening, management, and minutes of university committees.</p> <p>79 Generalize the electronic file for all administrative procedures with a general-purpose document manager.</p> <p>80 Launch an electronic archive of completed files, with the Library and Documentation Service taking the lead in parameterizing and designing the file structure.</p> <p>81 Transform, simplify, and automate key processes, especially those that generate a greater workload or have a direct impact on users, in order to streamline management, improve operational efficiency, and increase service quality (see the "Administrative simplification and transformation" section).</p> <p>82 Establish realistic implementation schedules, adjusted to the sequence and workload of the services and management units, with sufficient pilot tests, test simulation tools, and training.</p> <p>83 Promote access to specialized software licenses that facilitate administration and management tasks.</p>
Commitments	Measures
Strengthen the training and participation of the PTGAS in the transformation process.	<p>84 Create a PTGAS Digital Commission, a PTGAS working group that advises, participates in design and testing, and is specifically trained in the implementation of new administrative applications before their mass deployment.</p> <p>85 Promote the training and digital retraining of PTGAS to guide the evolution of the administrative profile towards process management, analysis, and continuous improvement functions, within the framework of a modern, service-oriented university administration.</p>

Objective 5. Define a Smart Campus model

Commitments	Measures	
<i>Smart Campus and space and resource management</i>	86	Create a digital platform for space management and maintenance, a tool to automate space reservations in university centers and other buildings, streamlining management and optimizing occupancy and maintenance.
	87	Install smart sensors in university spaces to monitor consumption with the aim of optimizing resource use, reducing environmental impact, and moving towards more sustainable and intelligent campus management.
	88	Define an open data model on sustainability and efficiency.
Commitments	Measures	
<i>Implementation of hybrid classrooms and multimedia support</i>	89	Ensure technical support in the classroom with a multimedia technical service in all centers to assist teaching and research staff on site.
	90	Promote flexible hybrid classrooms with the use of hybrid technology not only for regular teaching, but also for emergency situations or specific needs.
	91	Promote simplified access (SSO). Unify identification on general-purpose computers (classrooms) to avoid multiple user and password entries and facilitate the use of the latest software versions.
Commitments	Measures	
<i>Promote the use of blockchain and AI for employability and certification.</i>	92	Implement the use of <i>blockchain</i> and <i>SET</i> . Integrate micro credentials and <i>soft skills</i> (volunteering, sports, etc.) into the European Diploma Supplement through secure <i>blockchain</i> certification.
	93	Digital issuance of degrees with <i>CSV</i> to streamline management and facilitate use by students.
	94	Develop a new <i>AI-powered job portal</i> with competency-based job recommendations.



UV SIMPLIFIES: LESS BUREAUCRACY. MORE PEOPLE. MORE UNIVERSITY

The University of Valencia currently faces the urgent challenge of **adapting its administration to the real needs** of the university community and the demands of an increasingly digital, complex, and competitive environment. Over time, the accumulation of procedures, regulations, and computer applications has created a **fragmented management structure with redundant and unpredictable circuits**, which increase the **bureaucratic burden** on teaching and research staff, administrative staff, and, directly or indirectly, students. This situation not only affects organizational efficiency, but also motivation, the quality of public service, and the institution's ability to realize its full academic, research, and social potential.

It is in this context that the **UV Simplifica** proposal was born, as a strategic commitment to promoting a **profound transformation of the university management model**. This initiative is not limited to technological modernization or the occasional review of procedures, but rather proposes a **cultural change based on active participation, continuous training, institutional trust, and the intelligent use of data**. The aim is to move towards a simpler, more coherent and people-oriented administration, **capable of freeing up time and resources for activities with greater added value** and strengthening the role of the University of Valencia as a leading public institution.

GENERAL OBJECTIVE

The objective is to promote a **comprehensive process of administrative transformation that simplifies procedures, digitizes management, and promotes a shared cultural change** through training, participation, and support for staff in order to reduce bureaucratic burdens, improve the experience of the university community, and increase the efficiency, transparency, and quality of the services provided by the University of Valencia.

SPECIFIC OBJECTIVES

Objective 1. Promote training and participation for cultural transformation. This objective focuses on placing people at the center of the change process and recognizes that administrative transformation is only possible if accompanied by cultural evolution. Continuous training and specialization of PTGAS will be promoted, especially in digital skills and the practical use of management tools, as well as the creation of stable spaces for participation and collaboration for both PTGAS and PDI. Through forums, surveys, working groups, and pilot projects, the aim is to foster shared responsibility, leverage internal knowledge, and ensure that new IT solutions and applications truly respond to the daily needs and expectations of the university community.

Objective 2. Transformation and simplification of cross-cutting economic management. Economic management has a direct and cross-cutting impact on the

academic, research, and administrative activities of the University, with significant involvement from the PTGAS and PDI. This objective aims to move towards a fully digital economic management model that is more agile, simple, and transparent, by replacing the current accounting system, integrating applications, and automating budgetary and accounting processes. At the same time, new instruments such as institutional credit cards, framework agreements, and dynamic procurement systems will be promoted, combining autonomy and intelligent data-based control, with the aim of reducing administrative burdens and improving overall efficiency.

Objective 3. Simplify and provide specific support for research management. The scientific competitiveness of the University of Valencia requires research management that accompanies teaching and research staff throughout the entire project cycle, from the initial idea to the final justification. This objective focuses on creating IT tools tailored to the specific needs of research, simplifying procurement and the hiring of project staff, and deploying a network of personnel specialized in research management. The aim is to reduce deadlines, eliminate redundancies, and offer high value-added administrative support that allows teaching and research staff to focus on scientific activity, without compromising on rigor or regulatory compliance.

Objective 4. Simplify and digitize human resources management. This objective aims to comprehensively modernize human resources management, ensuring more agile, clear, transparent, and predictable processes. The complete digitization of personnel files, integrated with teaching, research, and training data, will eliminate document duplication and improve governance with reliable data. It also envisages the simplification of recruitment procedures for teaching and research staff, as well as the rationalization of temporary coverage of PTGAS vacancies, with digital tools that reduce deadlines, administrative burdens, and uncertainties, thereby improving the experience of individuals and the efficiency of the organization.

Objective 5. Promote the visualization and advanced analysis of administrative data to the PUCGE. The creation of the Single Points of Communication and Electronic Management (PUCGE) is a key element in consolidating a people-oriented, data-driven administration. This objective aims to concentrate access to information and procedures for teaching and research staff, technical and administrative staff, and students in a single portal, with personalized dashboards, centralized notifications, and advanced visualization and analysis tools. Through the use of predictive analytics, process automation, and AI assistants, the University will be able to anticipate needs, improve response times, and strengthen decision-making, thus moving towards a more intelligent, proactive, and transparent management model.

KEY MEASURES

- Promote training and voluntary participation by PTGAS in digital transformation projects.
- Substantially streamline the processing of expenses under €5,000 and establish UV institutional credit cards.
- Promote the use of affidavits to replace receipts that are not available for certain trips or for the sake of simplicity and speed of the procedure.
- Create a new platform for consulting and managing projects and lines of research, and a network of contracted personnel specialized in research management.
- Streamline recruitment and hiring from job pools and establish formulas that encourage experienced personnel to remain in their positions.
- Create a single portal for PDI, PI, PTGAS, and students that integrates access to

and visualization of relevant data from all corporate management applications adapted to their respective profiles.

INDEX OF OBJECTIVES AND COMMITMENTS

Objective 1. Promote training and participation for cultural transformation

- Increase the training and specialization of management and administrative staff
- Create spaces for participation and fluid collaboration among PTGAS
- Create spaces for participation and fluid collaboration among PDI and PI

Objective 2. Transformation and simplification of cross-cutting economic management

- Replace the current accounting information system (SICUV)
- Redesign the minor expense management process
- Redesign the process for service commissions and other travel
- Redesign the process for paying credit notes and bonuses

Objective 3. Simplify and provide specific support for research management

- Create computer applications tailored to the needs of research management
- Streamline research procurement
- Streamline the hiring of project staff
- Provide comprehensive administrative support specialized in research management

Objective 4. Simplify and digitize human resources management

- Digitization of personnel files
- Simplify the hiring of teaching and research staff
- Simplify and streamline temporary coverage of PTGAS vacancies

Objective 5. Promote the visualization and advanced analysis of administrative data for PUCGE

- Create Single Points of Communication and Electronic Management (PUCGE)
- Transform consultation, visualization, and analysis tools in the administrative sphere

The **UV Simplifica** proposal represents a firm commitment to a more efficient, more humane University of Valencia that is better prepared to face present and future challenges. The **administrative simplification, smart digitization, and cultural transformation** proposed are not ends in themselves, but rather a means to reinforce the university's essential mission: to generate knowledge, train critical thinkers, and provide a quality public service. Reducing unnecessary bureaucracy, improving the consistency of processes, and providing staff with useful and understandable tools will allow us to recover time, energy, and motivation for the tasks that truly add value to the university community.

This strategy is based on trust in people, active participation by teaching and research

staff and administrative staff, and the responsible use of data and technology as allies of good governance. When **management ceases to be an obstacle and becomes an effective support, the university strengthens its capacity to innovate, attract talent, and respond to social needs**. With UV Simplifica, the University of Valencia is committed to building **an administration that accompanies, listens, and facilitates**, moving towards a more agile, transparent, and public service-oriented institutional model.

Objective 1. Promote training and participation for a cultural transformation of the Administration

Commitments	Measures	
Increase the training and specialization of management and administrative staff	95	Design and implement a specific PTGAS training program in digital skills that is highly practical and focused on the tools and procedures used in their workplace.
	96	Create a knowledge repository of management procedures and computer applications for each of the main decentralized areas: academic management, financial management, research project management, etc.
	97	Create reverse digital mentoring groups with newly hired young PTGAS staff and established staff with experience in the area of workplace management.
	98	Organize practical workshops on generative AI and other digital technologies, with challenges for experimentation and implementation of generative AI and other digital technologies applicable to the job functions of the participants.
	99	Develop asynchronous online micro-training courses associated with each new procedure or application implemented.
	100	Incorporate process improvement and simplification objectives into the annual plans of services and administrative units and institutionally recognize good management practices.
Commitments	Measures	
Create spaces for participation and fluid collaboration within the PTGAS.	101	Create an internal forum for debate and consultation for each of the main decentralized areas: academic management, financial management, and research project management. The forums will be open to all interested parties and will be held regularly and at known intervals.
	102	Set up a mailbox for proposals for improvement and good practices in economic and administrative management.
	103	Ensure that proposals for improvement and technological development of all management software applications received through the specialized forums or the mailbox are subject to debate.
	104	Define the requirements for new management software applications with the active and voluntary participation of the PTGAS (General Management Team) of the centers, departments, and research institutes.

	105	Encourage voluntary participation by PTGAS staff in digital transformation projects by creating working groups, with benefits for their professional careers and extraordinary bonuses.
Commitments	Measures	
Create spaces for participation and fluid collaboration among teaching and research staff	106	Design short periodic surveys to collect information and opinions from PDI focused on specific areas, such as hiring processes, research expense management, processing of service commissions, management of minutes, management of thesis committees, etc.
	107	Present and analyze the results of the surveys in focus groups with voluntary participation by teaching and research staff to further explore perceptions, needs, experiences of using applications and management procedures, and identify points of friction or unnecessary bureaucracy.
	108	Execute projects to test or improve management services by issuing a call for grants for pilot tests aimed at teaching and research staff and specialized research staff in related areas, such as IT, financial management, public accounting, university management, etc.

Objective 2. Transformation and simplification of cross-cutting economic management transversal financial management

Commitments	Measures	
Replace the current accounting information system (SICUV)	109	Replace the current accounting information system (SICUV) with a new, fully digital, user-friendly computer system with electronic signatures, validations, and archiving.
	110	Ensure the integration and interoperability of the new accounting system with other management applications (UV-Plyca, Universitas XXI Academic, Human Resources, research management applications, etc.).
	111	Integrate a generic electronic file manager that allows for the electronic management of administrative procedures that do not have specific management applications.

	112	Automate and streamline budgetary processes (budget opening, modifications, and transfers) and accounting processes (accounting, generation of annual accounts, and other budget execution reports).
	113	Integrate average processing time indicators into the new system to detect bottlenecks.
	114	Reduce the number of manual validations when automatic control rules exist.
Commitments	Measures	
Redesign the minor expense management process.	115	Substantially streamline the processing of expenses under €5,000 without the need to process the minor contract file, i.e., limited to the electronic processing of accounting documents with the invoice.
	116	Establish UV institutional credit cards or other systems for grouping and facilitating the regular payment of certain current expenses (transportation, taxis, accommodation, registrations, various materials, journal publication fees, etc.).
	117	Enable the establishment of a maximum monthly credit limit for the above expenses and the extension of this limit in exceptional cases with reinforced control.
	118	Promote new framework agreements that allow for the quick and direct awarding of amounts under €15,000 and the elimination of the registration of minor contracts. Priority will be given to areas such as computer equipment, printers and multifunction devices, books, etc.
	119	Promote new dynamic procurement systems, similar to framework agreements, but open to new suppliers throughout their term. Priority will be given to areas such as the supply of computers and laptops for teaching and research purposes, with a broad, flexible, and dynamic catalog, the supply of books, the supply of office furniture, and editing and layout services.
	120	Incorporate digital tools for tracking orders and budgets.
	121	Create an inter-university purchasing center to take advantage of economies of scale in recurring products and services for universities in the Valencian Community.
	122	Create a web portal for unused material to promote reuse, rationalization of resources, and reallocation of material between structures.

Commitments	Measures	
Redesign the process for service commissions and other travel.	123	Completely eliminate paper and redundant justifications in the processing of service commissions and travel expenses.
	124	Create a procedure in the new accounting system's electronic file manager for the streamlined processing of business trips with automated templates, validations, and electronic signatures.
	125	Promote the use of affidavits to replace receipts that are not available for certain trips or for the simplicity and speed of the procedure.
	126	Consolidate and promote the travel booking system through a framework agreement with travel agencies that allows for the quick and direct awarding of orders up to €15,000.
	127	Allow and facilitate the use of low-cost alternative systems (Airbnb, low-cost transport) paid for directly by the traveler with quick reimbursement by the UV or payment by institutional credit card.
Commitments	Measures	
Redesign the payment process for credit notes and gratuities.	128	Create a procedure in the electronic file manager of the new accounting system for the efficient processing of credit notes and bonuses with automated templates, validations, and electronic signatures.
	129	Integrate the procedure with the payroll management application to obtain the full cost of the bonus (including social security costs) in real time and streamline processing.
	130	Ensure the swift payment of bonuses in the current month's payroll or, at the latest, in the month following the request.

Objective 3. Simplify and provide specific support for research management

Commitments	Measures	
Create computer applications tailored to the needs of research management	131	Create a new platform for consulting and managing projects and lines of research for teaching and research staff/principal investigators, with a modern and useful interface that allows the status of projects to be viewed, the staff hired to carry them out to be identified, and requests for financial and administrative implementation (staff hiring, bonuses, minor expenses, etc.) to be submitted directly without having to fill in redundant project information already available in institutional databases.
	132	Enable direct management of funded research lines (LIF) and contracted personnel through the new platform, to report on the assignment of individuals to different projects for the purposes of expense justification.
	133	Promote the use of generative AI and process automation (RPA) tools for the assisted completion of reports, justifications, and management forms with sufficient quality guarantees.
	134	Create an application for managing research staff selection committees to standardize and digitize evaluations.
Commitments	Measures	
Streamline research procurement	135	Ensure flexible use of minor procurement systems, framework agreements, and dynamic systems that allow for the necessary exceptions in a dynamic and complex field such as research.
	136	Create a specific unit or section for larger purchases charged to research projects that adapts to the unique characteristics of this field in terms of execution deadlines, special features, exclusivity conditions, and other specificities of supplies and services in this field.
Commitments	Measures	
Streamline the hiring of project staff	137	Reduce the processing time from application to publication of the call for staff recruitment by integrating the various management applications involved and using AI tools to review the requirements and criteria proposed.

	138	Update applicable internal regulations to establish urgent deadlines in extraordinary cases and an administrative "fast track" for high-impact projects, such as the ERC and Horizon.
	139	Minimize processing time from the communication of the selection committee's proposal to the formalization of the employment contract, thanks to the computer application for managing selection committees.
Commitments	Measures	
Provide comprehensive administrative support specializing in research management.	140	Create a network of personnel specialized in research and transfer management, with knowledge of economic and research management, to provide high added-value support and reduce the administrative and bureaucratic burden on teaching and research staff and principal investigators. Promote and co-finance the permanent hiring of this type of personnel.
	141	Design and implement a specific PTGAS training program (managerial and administrative) dedicated exclusively or primarily to research management, considering that these personnel must have knowledge in various areas such as financial management, research personnel management, project application, management, and justification; research contract negotiation; organization of international meetings, etc.
	142	Establish priority channels for consultation, training, and agile communication between the network of specialized personnel and the central services of Research Management, Transfer and Innovation, Accounting, Financial Management, and Human Resources PTGAS-PI.
	143	Move towards a single window model for research management in which highly specialized staff have the knowledge, tools, and autonomy to fully address and respond to the needs and expectations of the teaching and research staff responsible for research activities.

Objective 4. Simplify and digitize the management of resources and hum

Commitments	Measures
Digitization of personnel files	<p>144 Promote the comprehensive digitization of UV personnel files, which should be complete, validated with an official seal, accessible, and reviewable, putting an end to the constant repetition of documentation and the fragmentation of academic and employment records.</p> <p>145 Eliminate the requirement to provide documentation that is already included in the digital file.</p> <p>146 Ensure the integration of personal files with the training activities of the Continuing Education and Educational Innovation Service.</p> <p>147 Ensure the integration of personal files with research and transfer activities available to institutional databases and scientific output.</p> <p>148 Ensure the integration of personal files with teaching and academic activities available to institutional databases.</p> <p>149 Enable and encourage the updating and contribution of additional electronic information and documentation to the file, with periodic review for validation.</p> <p>150 Enable the automatic evaluation of personal files for the purposes of selection processes and competitions.</p>
Commitments	Measures
Simplify the hiring of teaching and research staff	<p>151 Create a computer application to consult the status of teaching and research staff positions at each center and department, in order to know the phase each position is in, from allocation or vacancy to award.</p> <p>152 Redesign and simplify the hiring procedures for teaching and research staff and administrative staff, with the aim of reducing the timeframes and associated workload.</p> <p>153 Replace supporting documentation with sworn statements and subsequent document review exclusively for selected individuals.</p> <p>154 Reduce the time required to publish provisional and final lists and to process complaints.</p> <p>155 Streamline calls for applications and recruitment from the job pools created.</p>

Commitments	Measures	
Simplify and streamline the temporary coverage of PTGAS vacancies.	156	Create a computer application for managing PTGAS pools that allows real-time consultation of the status of the pools, management of subgroups or specialization itineraries, and streamlined management of calls and acceptances.
	157	Review the UV's pool regulations to balance the interests and preferences of pool members with the interests of the organization to promote stability, reduce mobility, and improve service quality through formulas that encourage the retention of staff with experience in the job functions.
	158	Establish specialization pathways in general administration (economic management and research management, academic management, teaching management) that facilitate the establishment of incentives for the retention of staff with experience in the job functions.

Objective 5. Promote the visualization and advanced analysis of administrative data at PUCGE

Commitments	Measures	
Create Single Points of Communication and Electronic Management (PUCGE)	159	Create a single portal for PDI, PI, PTGAS, and students that integrates access to and visualization of relevant data from all corporate management applications, adapted to the respective profiles.
	160	Include a personalized dashboard in the single portal, with the status of procedures, centralized notifications, analysis of data of interest according to profiles, etc.
	161	Integrate an AI assistant into the single portal, trained to answer questions and provide support and assistance in completing applications and procedures.
	162	Provide an accessible, multilingual interface, with special support for international staff and students.

Commitments	Measures	
Transform the consultation, visualization, and analysis tools in the administrative environment.	163	Create a UV AI and RPA (Robotic Process Automation) team to automate repetitive requests and operations.
	164	Define dashboards with real-time information on workloads and response times.
	165	Create a public internal catalog of available dashboards.
	166	Perform predictive analysis of activity to anticipate administrative overload and reinforce units.
	167	Design interactive reports tailored to profiles, accessible from the PUCGE.



FINANCING AND MANAGEMENT ECONOMIC SUSTAINABILITY

EFFICIENCY, RESPONSIBILITY, AND INVESTMENT FOR A STRONG PUBLIC UNIVERSITY

Funding is the operational basis for all university policies. Only with **sufficient, stable, and responsibly managed resources** is it possible to guarantee the quality of teaching, research, internationalization, and the well-being of the university community.

The University of Valencia is embarking on a new phase marked by the **new multi-year funding agreement for 2026-2029 with the Valencian Regional Government**, which will enable medium-term investments in talent, digitalization, infrastructure, and sustainability, moving beyond the logic of annual planning. Despite this, new challenges arise, such as the need to increase resources for unique infrastructure or the demand for more efficient, sustainable, and digital management that guarantees we have the necessary resources to carry out our teaching and research functions with excellence.

GENERAL OBJECTIVE

The general objective is to guarantee a **sufficient and sustainable long-term funding framework** and **efficient, sustainable, and digital management** of available resources, enabling the University of Valencia to plan and execute investments with autonomy and a vision for the future.

SPECIFIC OBJECTIVES

Objective 1. Ensure multi-year financial planning. Ongoing negotiations with the regional government must demand sufficient and stable funding that also recognizes the specific characteristics of the University, the largest in the Valencian Community, with the highest scientific output and a particularly significant historical heritage. The University of Valencia must lead, through institutional cooperation, a firm demand for a fair funding system.

Objective 2. Improve the efficiency and sustainability of economic management. Digital transformation, administrative simplification, and responsible strategic contracting for more agile, ethical, and environmentally sustainable management. Digital transformation is proposed as a means to improve the quality, transparency, and efficiency of economic management services and increase the satisfaction of both the PTGAS manager and the PDI user of these services. This involves not only replacing obsolete computer systems, but also advancing the cultural and organizational change focused on the people referred to in the "Digitizing excellence" and "Administrative simplification and transformation" axes of this program.

KEY MEASURES

- Require the activation of additional funding modules for specific needs and objectives within the 2026-2029 multiannual framework.

- Draw up an economic plan for 2026-2032 with annual objectives and medium- and long-term projections.
- Promote public-private collaboration for unique institutional initiatives with strategic agreements with public and private entities.
- Digitize and simplify economic and procurement procedures to significantly reduce workloads and streamline processing.
- Develop and implement a strategic and socially responsible procurement plan that prioritizes flexible procurement systems, such as framework agreements and dynamic purchasing systems.
- Reduce the environmental footprint of institutional spending.

INDEX OF OBJECTIVES AND COMMITMENTS

Objective 1. Ensure multi-year financial planning

- Realize the full potential of the 2026-2029 financing framework
- Strategic and multi-year planning
- Diversify sources of financial resources

Objective 2. Improve the efficiency and sustainability of economic management

- Increase the effectiveness and efficiency of economic management
- Strengthen green, ethical, and sustainable procurement

Overall, the University of Valencia will demonstrate that transparent, sustainable, and participatory economic management not only improves efficiency but also **strengthens the legitimacy of the public university and consolidates its position as a modern, solvent institution committed** to Valencian society. This is the path to building a more modern, solvent UV that is prepared to face the challenges of the next decade with confidence.

Objective 1. Ensure multi-year financial planning

Commitments	Measures	
Obtain the maximum potential from the 2026-2029 funding framework	168	Require the activation of additional funding modules for specific needs and objectives within the 2026-2029 multiannual framework.
	169	Define and propose a model for the module by objectives that recognizes the scientific and teaching activity and strengths of the UV.
	170	Obtain adequate compensation for the reduction and freezing of public prices, to avoid structural deficits.
	171	Actively represent the UV at inter-university round tables and meetings on public funding.
	172	Propose new specific lines of funding for teaching and research infrastructure.
Commitments	Measures	
Strategic and multi-year planning	173	Draw up an economic plan for 2026-2032, with annual targets and medium- and long-term projections.
	174	Allocate sufficient funds for the participatory and digitized budget.
	175	Assess the expected economic impact of each institutional plan to ensure efficiency and sustainability.
	176	Evaluate and publish budget execution in relation to economic planning objectives.
	177	Periodically review the credit distribution models of centers and departments, and update that of research institutes, to ensure adequate financial autonomy for structures that respond to their circumstances and unique characteristics.
Commitments	Measures	
Diversify sources of financial resources	178	Promote public-private collaboration for unique institutional initiatives, with strategic agreements with public and private entities.
	179	Develop a plan for patronage, micro-patronage, and cultural and scientific sponsorship to encourage philanthropic support for UV projects by revitalizing the <i>UVPatronage</i> platform.
	180	Attract external sponsorship for the maintenance of historic buildings and other unique infrastructure.

Objective 2. Improve the efficiency and sustainability of economic management

Commitments	Measures	
Increase the effectiveness and efficiency of economic management	181	Replace obsolete IT systems, such as the SICUV accounting system, with more modern, efficient, and secure ones.
	182	Digitize and simplify financial and procurement procedures to significantly reduce workloads and streamline processing.
	183	Train PTGAS in centers, departments, institutes, and services to strengthen digital capabilities and improve service quality.
	184	Ensure participatory transformation, with collaboration forums involving specialized PTGAS, PDI and PI experts in economic and digital areas, and end users.
	185	Establish economic scorecards that are accessible to the community, simple, and adapted to non-specialized target audiences.
Commitments	Measures	
Strengthen green, ethical, and sustainable procurement.	186	Develop and implement a strategic and socially responsible procurement plan that prioritizes flexible procurement systems such as framework agreements and dynamic purchasing systems.
	187	Encourage the adoption of new environmental and social criteria in tenders to increase the impact and effectiveness of this strategic measure.
	188	Strengthen environmental and social monitoring of public contracts.
	189	Reduce the ecological footprint of institutional spending.
	190	Promote the voluntary adoption of environmental and social requirements in the awarding of minor contracts.



COMMUNICATION AND INSTITUTIONAL REPUTATION

A TRANSPARENT, RECOGNIZED UNIVERSITY CLOSE TO SOCIETY

Institutional communication is now a strategic area of governance and, at the same time, a public service that must reach the university community in a useful, clear, and personalized manner. Communication can no longer be limited to "disseminating" information: it must make life easier for students, teaching and research staff, administrative staff, and technical and general support staff, reducing uncertainty, avoiding unnecessary travel, anticipating needs, and providing real-time responses with a consistent experience across channels: website, app, intranet, messaging, campus screens/illuminated advertising objects, newsletters, social media, UV TV, video podcasts, hybrid customer service, etc.

Internally, communication must be a **driver of internal cohesion**: students, teaching and research staff, administrative staff, and technical and general support staff need clear, accessible, two-way channels that make it easier to access relevant information, participate in institutional life, and feel part of a collective project. Above all, however, they need communication geared towards their needs: procedures, academic calendar, incidents, announcements, teaching changes, campus resources, mobility opportunities, research, continuing education, culture, and sports. The UV must move towards an omnichannel communication model with governance, content segmented by profile, and mechanisms for listening and continuous improvement.

Externally, the UV must **strengthen its reputation as a leading institution** in higher education, research, and culture. This involves improving its public presence, renewing its visual and digital identity, and building a powerful, coherent narrative that is inclusive and faithful to its values. A central element of this strategy is scientific and academic communication: we must give greater visibility to the work of teaching and research staff, share advances with the public, and position the University of Valencia as a respected voice in public debates.

Finally, to truly transform communication, a user-oriented strategy based on the *Inbound Marketing* methodology, specific to university public services, must be adopted: identifying needs and "moments of truth" (information, guidance, decision, enrollment, retention, academic progression, graduation, student body, talent recruitment, micro credentials), and **create content and service pathways that proactively guide each person**. This requires a modern digital infrastructure and, urgently, an institutional CRM (*Customer Relationship Management*) system integrated with the UV's systems, which allows for the management and analysis of interaction with users, segmentation, listening, measuring satisfaction, and improving conversion (bachelor's, master's, doctorate, university-specific degrees, and micro credentials), always with ethical guarantees, data protection, and transparency.

GENERAL OBJECTIVE

The aim is to promote **comprehensive, omnichannel, transparent, and two-way**

institutional communication, designed as a direct and useful service for PDI, PI, PTGAS, and students, capable of reinforcing social trust, strengthening the internal cohesion of the university community, and enhancing the academic, scientific, and cultural reputation of the UV. This strategy requires a coherent, inclusive narrative that is faithful to the values of the UV; a solid public and digital presence; a channel and data architecture (with governance) that allows information to be customized according to profiles and needs; and the incorporation of active listening and continuous improvement. It also proposes the deployment of an *Inbound Marketing* methodology with an institutional CRM for student recruitment and retention (bachelor's, master's, doctorate, university-specific degrees, and micro credentials), talent attraction, and communication support for centers, degrees, services, projects, individuals, and university associations.

SPECIFIC OBJECTIVES

Objective 1. Implement a comprehensive, transparent, and consistent institutional communication model. A new model is proposed with four fundamental principles: social leadership, positioning, truthfulness, and participation, which will enable the evolution from a purely disseminative approach to truly dialogical and service-oriented communication, capable of listening, connecting, and responding to the university community and Valencian society. This model must incorporate omnichannel governance (consistency between website, app, intranet, messaging, OPIO/screens, *newsletters*, networks, audiovisuals, and hybrid service), segmentation by profile, and a system of service quality indicators (response time, clarity, accessibility, satisfaction).

Objective 2. Strengthen the identity, brand, and public positioning of the University of Valencia. Institutional reputation goes beyond simple image and is based on credibility, consistency, and real capacity for social impact. A clear brand architecture, a modern digital identity, a stronger public presence, and a narrative that connects with the value of the UV as a public service university are needed. The brand must also help attract talent and students and support centers, degrees, and projects with reusable and consistent communication resources.

Objective 3. Promote scientific communication, dissemination, and knowledge transfer. Institutional communication must be a tool for innovation and sustainability; therefore, the digitization of channels, the intelligent use of data to evaluate impact, and the incorporation of accessibility criteria and inclusive language are essential. We must move towards a model in which research and transfer are communicated continuously, using modern formats (UV TV, video podcasts, microvideos, infographics, thematic *newsletters*) and with direct support for teaching and research staff, as well as in institutes and ERIs for communication and impact plans.

Objective 4. Strengthen the UV's relationship with society, the media, and the education system. It is necessary to connect the university with its environment, encourage participation, and share the knowledge generated by the institution to position the UV as a relevant and committed voice in public debates. This also involves a strategy for engaging with future students and their families, based on the *Inbound Marketing* methodology and supported by a CRM, a stable and professional relationship with the media, and a model of citizen participation in science, culture, and innovation.

KEY MEASURES

- Coordinate and integrate internal and external communication under a unified, omnichannel, and cross-cutting model, preserving the unique treatment of campuses and groups.

- Create a new UV Communication Portal with useful, up-to-date, understandable, and profile-oriented information (PDI, PI, PTGAS, students, society).
- Build an institutional narrative that synthesizes the strengths of the UV.
- Create a powerful slogan that represents the University and can be adapted to different channels and campaigns.
- Create a new UVConnect Intranet customized by profiles and needs, with real-time participation and easy access to procedures, resources, and services.
- Implement an institutional CRM with automated marketing to optimize talent recruitment, personalized communication, and decision-making throughout the student lifecycle, from pre-enrollment to retention.
- Produce newsletters and alerts segmented by groups and key moments (calendar, procedures, opportunities, incidents, culture, sports).
- Develop a strong and consistent institutional brand for all areas of the university and a resource bank (templates, *kits*, multimedia) for use by centers, degree programs, institutes, services, and associations.
- Promote a network of campus communication infrastructures (OPIO/screens, UV TV, video podcasts, consent-based messaging, UV App) with governance and accessibility criteria.

INDEX OF OBJECTIVES AND COMMITMENTS

Objective 1. Implement a comprehensive, transparent, and consistent institutional communication model

- Develop a new institutional communication model
- Define transparent and accessible internal information
- Establish new channels of internal communication and organizational culture
- Promote digital communication and communication innovation

Objective 2. Strengthen identity, brand, and public positioning

- Renew the institutional image and improve positioning in our society
- Update identity, brand, and public presence
- Multilingualism

Objective 3. Promote scientific communication, dissemination, and knowledge transfer

- Strengthen scientific and research communication
- Promote scientific dissemination and the transmission of knowledge to society

Objective 4. Strengthen relations with society, the media, and the education system

- Improve communication with secondary schools
- Revitalize relations with the media and society

With this program, the University of Valencia will project a **modern, reliable, and approachable public image**, capable of clearly conveying its value as a knowledge and service institution for society. Communication will cease to be a reactive tool and

become a **strategic pillar of good university governance** and, above all, a service that generates a perception of usefulness within the university community.

The university community will enjoy **efficient, participatory, and coherent internal channels**, with information segmented by profiles and needs, faster responses, and active listening mechanisms. Transparency, speed of information, and consistency in the institutional narrative will reinforce collective trust and a sense of belonging.

The UV will consolidate a **solid, recognized, and respected reputation**, both in the academic sphere and in the public arena. Its voice will be present in scientific, cultural, and social debates as **an influential actor committed to the progress of the region**, while also increasing its ability to attract talent and students with an *inbound marketing* model typical of a public university.

Objective 1. Implement a comprehensive, transparent, and consistent institutional communication model

Commitments	Measures
Develop a new institutional communication model	<p>191 Approve the UV Communication Strategy 2026-2032 with a focus on communication as a service, omnichannel communication, <i>inbound marketing</i>, and key performance indicators (<i>KPIs</i>) by group and channel.</p> <p>192 Carry out annual and quarterly communication planning (by campus, centers, and groups) with a unified editorial calendar, content governance, and prioritization criteria (urgency/service).</p> <p>193 Create an Omnichannel Governance Model (UVCom 360): channel map, roles (channel owners), editorial standards, accessibility criteria, and a joint committee with representation from teaching and research staff, administrative and technical staff, and students.</p> <p>194 Coordinate and integrate internal and external communication into a cross-cutting model, with clear validation circuits, message consistency, and immediate response capacity (incidents, changes, emergencies).</p> <p>195 Implement a system for periodically evaluating perception and satisfaction using the Net Promoter Score (NPS), short surveys, <i>focus groups</i>, and social listening to adjust messages, channels, and experiences.</p> <p>196 Open UVComunicació offices or reference points on campuses and large campuses as a window for communication support and coordination of local content.</p> <p>197 Define a Segmentation and People Plan (PDI, PI, PTGAS, students by stage, future students, alumni, research talent, society) and establish relationship journeys for key moments.</p>
Commitments	Measures
Define internal, transparent, and accessible information.	<p>198 Create a new UV Communication and Transparency Portal with up-to-date, easily locatable, and understandable information, organized by profiles and needs (PDI/PI/PTGAS/students).</p> <p>199 Define clear and automated notifications, with reception preferences (email, UV App, intranet, messaging) and urgency criteria.</p> <p>200 Prepare a monthly summary of institutional decisions to improve accountability, with multi-channel formatting (web, <i>newsletter</i>, and intranet) and clear language.</p>

	201	Develop a UV Information Map (single calendar, procedures, calls for applications, resources) integrated with the electronic headquarters and services, to reduce repeated queries and confusion.
	202	Create a repository of official communications (with versions, traceability, FAQ) and a "single source of truth" policy to avoid scattered and contradictory information.
Commitments	Measures	
Establish new internal communication channels and organizational culture		203 Create a new UVConnect Intranet , customized by profile, with news, resources, procedures, participation, and quick access to services, integrating SSO (<i>Single Sign-On</i>) and a powerful AI search engine.
		204 Redesign the internal messaging and alert system with omnichannel logic (UV App + email + screens/OPI + intranet + WhatsApp), including a specific protocol for campus emergencies and incidents.
		205 Produce specific newsletters for different groups (PDI, PI, PTGAS, students) with segmented content, step-by-step itineraries (first year, TFG/TFM, internships, etc.) and the possibility of thematic subscriptions.
		206 Recognize good internal communication practices as an indicator of management quality and generate a bank of replicable cases.
		207 Promote training for institutional positions and PTGAS in public communication, clear language, crisis management, and service communication (what, when, how, and for whom).
		208 Create a network of UV correspondents (centers, departments, institutes, services, and student delegations) to identify needs, co-create content, and improve proximity.
		209 Implement mechanisms for communicative participation (brief consultations, thematic forums, "ask..." sessions, and hybrid meetings by campus) to build communication with the community.
		210 Establish a communication support service for student associations and groups (dissemination of teaching and cultural activities, calendars, graphic kits, audiovisual microformats, and advice).

Commitments	Measures
Promote digital communication and communication innovation	211 Strengthen the UV digital strategy with a social media plan comprising communities, social listening, and proactive customer service, with unified criteria and adaptation by campus.
	212 Use AI and data tools to evaluate impact and improve content (without replacing human judgment), with ethical principles, traceability, and data protection guarantees.
	213 Ensure digital accessibility across all communication channels and formats: WCAG (<i>Web Content Accessibility Guidelines</i>), clear language, subtitles, transcripts, easy reading where necessary.
	214 Produce attractive, high-quality audiovisual content (UV TV, video podcasts, microvideos for social media, pieces for screens/OPI), with editorial planning.
	215 Create a UV Media Studio : an internal production service for centers, degree programs, teaching and research staff, PI, PTGAS, and students, including support for outreach, teaching, culture, and sports.
	216 Develop and renew the UV App as the central channel for the service: personal agenda, notifications, campus resources, priority procedures, ID cards, maps, and integration with the intranet.
	217 Implement an institutional CRM (Customer Relationship Management) with automated marketing for: <ul style="list-style-type: none"> - attracting and converting students (bachelor's, master's, doctorate, university-specific degrees, and micro credentials), - satisfaction and retention (communication at key moments), - talent attraction (PDI/research/PTGAS), with segmentation, <i>prioritization and propensity models</i> , content itineraries, and integration with UV systems.
	218 Promote a market orientation by incorporating <i>Inbound Marketing</i> methodologies into the recruitment and relationship processes for continuing education (own degrees and micro credentials): content hubs, landing pages, SEO (<i>Search Engine Optimization</i>), webinars, thematic newsletters, and CRM automations.
	219 Implement an omnichannel service model (web + UV app + intranet + hybrid service) with a knowledge base, AI chat or virtual assistance, and referral to services, in order to ensure consistency and quality of service.

	220	Deploy a network of screens and information points/OPI (Illuminated Advertising Objects) on campuses with content segmented by space and time slot, integrated with the agenda and accessibility criteria.
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Objective 2. Strengthen identity, brand, and public positioning

Commitments	Measures	
Renew the institutional image and improve positioning in our society	221	Build an institutional narrative that synthesizes the strengths of the UV (academic excellence, research, culture, sports, territorial impact, and values) with a focus on public service and social utility.
	222	Create a powerful slogan that represents the University and can be adapted to different channels and campaigns (including digital, audiovisual, and campus formats).
	223	Raise the profile of the University's brand and slogan in all university spaces and channels (signage, screens/OPI, website, UV app, social media, audiovisual pieces).
	224	Help and facilitate the dissemination of studies, activities, and results in centers, departments, institutes, and services through a support service (kits, templates, microsites, calendars, and advice).
	225	Develop specific messages and communication channels for each group with journeys and content for key moments (admission, enrollment, internships, international, research, etc.).
	226	Produce short, impactful audiovisual material that highlights internationalization, research, culture, and sports, designed for social media, UV TV, and campus screens.
	227	Publish human interest stories (faculty, staff, and students) that show real impact: transformative teaching, useful research, caring services, campus life, and social commitment.
	228	Active collaboration with cultural venues, museums, exhibitions, foundations, local administrations, and corporations in order to increase the UV's public visibility.
	229	Create the "UV Ambassadors" program (<i>alumni</i> , students, teaching and research staff, administrative and technical staff, and general administrative staff) with training and recognition to strengthen public presence and reputation.

Commitments	Measures	
Update identity, brand, and public presence.	230	Update the UV's corporate visual identity, maintaining its historical values, and create an omnichannel digital guide (UI kit).
	231	Thoroughly revamp the institutional website: profile-oriented (PDI/PI/PTGAS/students/future students) and designed as a service window.
	232	Develop a strong and consistent brand architecture for all university areas (centers, institutes, services, programs), with clear criteria for use.
	233	Develop an omnichannel crisis and emergency communication plan (protocols, spokespersons, predefined messages, drills, and integration with alerts).
	234	Monitor reputation indicators in the media and social networks with a dashboard and regular reports for decision-making.
	235	Create a digital asset management (DAM) system with brand resources, images, videos, templates, graphics, and reusable pieces for the entire UV.
	236	Strengthen the UV's participation in postgraduate forums and fairs abroad with a solid image and a multichannel international kit.
	237	Highlight the UV's position in rankings and its differentiating values with impactful storytelling (not just data) in promotional and digital materials.
Commitments	Measures	
Communication and multilingualism	238	Promote multilingualism in institutional communication.
	239	Trilingual versions of all website publications, publications, and audiovisual pieces, prioritizing service information and international outreach.
	240	Language training programs for spokespersons and communications staff, including clear and inclusive language.

Objective 3. Promote scientific communication, dissemination, and knowledge transfer

Commitments	Measures	
Strengthen scientific and research communication	241	Create a UV Scientific Communication Office, coordinated with the institutes and ERIs, to reinforce the work of the Scientific Culture and Innovation Unit (UCC+I).

Commitments	Measures
Strengthen scientific and research communication	241 Create a UV Scientific Communication Office, coordinated with the institutes and ERIs, to reinforce the work of the Scientific Culture and Innovation Unit (UCC+I).
	242 Promote campaigns to disseminate UV research in local, national, and international media, with a directory of expertise and media protocols.
	243 Strengthen the "UV Open Science" program to promote citizen participation, open days, science cafés, and citizen science projects.
	244 Offer training to research staff and PTGAS in dissemination, storytelling, media communication, and digital formats (micro video, podcast, infographics).
	245 Create a support service for competitive projects for communication plans, impact, open science policies, and multimedia production.
	246 Automate the dissemination of publications, projects, patents, and innovations through channels (web, networks, newsletters) that integrate scientific information systems and profiles (ORCID/CRIS where applicable).
	247 Develop a comprehensive research and transfer portal aimed at society (results, impact, experts, scientific and technological offerings [OCT], collaboration), with an AI search engine and clear filters.
	248 Consolidate a stable line of video podcasts and UV TV formats ("Research that transforms") with short episodes and omnichannel and transmedia adaptation.
Commitments	Measures
Promote scientific dissemination and the transfer of knowledge to society.	249 Automate the dissemination of publications, patents, and innovations generated by the teaching and research staff across all channels.
	250 Plan lecture series and outreach activities with an open vision for both university and non-university settings (secondary schools, professional associations, associations, etc.).
	251 Create a stable line of videos, podcasts, reports, and infographics that clearly explain the UV's advances and topics of interest, with reuse across channels (website/AppUV/social media/screens).
	252 Promote scientific outreach on social media through the participation of young teachers and academic influencers who, using accessible and engaging language, bring the UV's research work closer to society.

	253	Promote media literacy and anti-misinformation programs that connect libraries, centers, and scientific communication initiatives.
	254	Create awareness-raising activities in the region using short, traveling formats on campuses and in municipalities, taking advantage of cultural and social partnerships.

Objective 4. Strengthen relations with society, the media, and the education system

Commitments	Measures
Improve communication with secondary schools	255 Enhance open days with demonstrations, themed tours, and the presence of students and their families, incorporating a digital experience before and after the event.
	256 Organize immersion days for secondary school students to attend classes, laboratories, and cultural and sports activities on campus, with itineraries based on their interests.
	257 Promote more free or low-cost educational activities (mini summer courses, itineraries, workshops, and labs) to spark scientific, artistic, and technological vocations.
	258 Promote the mentoring and guidance program with students and alumni ("Elige UV") with digital resources, hybrid sessions, and materials by center.
	259 Integrate the relationship with centers and prospective students into the institutional CRM to personalize information, follow up, and improve conversion to bachelor's and master's degrees; and continuing education.
Commitments	Measures
Boost relations with the media and society	260 Establish stable channels of dialogue with the media (digital press room, calendars, dossiers, single point of contact, rapid response).
	261 Promote the UV as the preferred institution for media consultation on social issues requiring expert and scientific knowledge.
	262 Annual conferences on university journalism and science, with the participation of the media, teaching and research staff, administrative and technical staff, and students.

	263	Collaboration with cultural, social, and institutional entities to disseminate UV knowledge and expand its territorial impact.
	264	Enhance the UV's presence in public forums and debates on science and education, with a program of spokespersons and media training.
	265	Create a UV Content Center for the media (audiovisual materials, infographics, key data, reusable pieces) coordinated with TV UV and video podcasts.
	266	Promote a platform for citizen participation and listening on UV activities (science, culture, sustainability) with impact feedback and accountability.
	267	Strengthen the relationship with <i>alumni</i> through an omnichannel strategy and CRM (community, employability, social return, patronage, and prescription), linking it to reputation and recruitment.

THE UNIVERSITY OF VALENCIA IS PRESENT

THE UNIVERSITY COMMUNITY

The University of Valencia is, above all, a community of people. Its main value lies not only in its infrastructure, indicators, or academic prestige, but also in the daily commitment of its students, teaching and research staff, and technical, management, administrative, and service personnel who make its public service mission possible. Placing the **university community at the center of** governance is not a rhetorical statement, but rather a **political and institutional choice that guides all strategic decisions**.

This axis is based on the conviction that there can be no university of excellence without **well-being, equity, recognition, and real opportunities** for the people who make it up. Governing the present means responding to immediate needs—working conditions, access to education, mental health, work-life balance, useful and accessible services—but also building environments that generate trust, stability, and a sense of belonging. A university that cares for its people is a stronger, more cohesive university that is better able to plan for the future.

The **student body** is the raison d'être of the University of Valencia and the center of the university experience. Guaranteeing equal opportunities in access, retention, and academic success, listening to their voices, and promoting a full, healthy, and participatory university life are essential conditions for a public university committed to social justice. At the same time, it is necessary to recognize and reinforce the active role of students in governance and in the collective construction of the university project.

Technical, management, administrative, and service staff are the backbone of institutional operations. Recognizing their strategic role, guaranteeing them a dignified, stable career with prospects for development, and providing them with tools and processes that facilitate their work is essential to ensuring efficient, humane, and service-oriented management. The transformation of the university is only possible with recognized, committed, and involved technical teams.

Teaching and research staff are the cornerstone of teaching, research, and knowledge transfer. Committing to a clear academic career path, workforce planning, work-life balance, and the well-being of teaching staff is a direct investment in the quality of the university system. Balanced recognition of all aspects of academic work and support throughout the different stages of a professional career are key to retaining talent and ensuring excellence.

In short, this axis articulates **a university that is present, aware of its immediate responsibilities to the people who make it up**. A university that listens, accompanies, and acts, and that builds a cohesive, diverse, and co-responsible community, capable of living the present with dignity and projecting itself into the future with strength and shared pride.



STUDENT LIFE

WELL-BEING, OPPORTUNITIES, AND A VOICE OF OUR OWN FOR A FULL CAMPUS LIFE

A university to educate you, a community to support you, and a network for life. Students are **at the heart of university life and the driving force** behind **the future** of the University of Valencia. We are committed to ensuring that every student, regardless of their background or circumstances, **has the resources, support, and opportunities** they need to successfully develop their potential in a more open, innovative, and inclusive university.

The University of Valencia must offer students a comprehensive university experience that combines high-level learning with well-being, opportunities for personal development, culture, sports, and real participation in decision-making. Our proposal puts people at the center and is guided by four pillars: **equity, participation and open governance, a healthy and inclusive campus, and useful and accessible services.**

GENERAL OBJECTIVE

The objective is to consolidate a comprehensive model of student support that **guarantees equity, participation, well-being, and access to useful and inclusive services** on all campuses of the University of Valencia.

This model must facilitate access, retention, and academic success through adequate scholarships and grants; strengthen mental health, inclusion, and guidance; ensure stable channels of dialogue and representation; promote a healthy and culturally active university life; and offer simplified, hybrid, and accessible administrative and support services. All of this seeks to create a cohesive, responsible university environment geared towards the real needs of students and to promote personal, academic, and social development.

SPECIFIC OBJECTIVES

Objective 1. Ensure equity in access, retention, and academic success. This point requires a decisive policy on scholarships and grants, measures to combat dropout rates due to economic reasons, and attention to diversity. Services that proactively address mental health, guidance, and inclusion must be strengthened, with specific mechanisms and emergency channels available on all campuses. Equity also means ensuring that all these measures are integrated into an academic and administrative environment that is responsive, accessible, and capable of supporting students at every stage of their journey. Therefore, we must move towards a one-stop shop and campus offices that facilitate procedures, resolve queries, and ensure personalized and consistent service.

Objective 2. Strengthen and facilitate student participation. We want a model in which student representatives have stable channels of communication with the

Governing Team, with regular meetings, effective recognition of representation, and digital tools to facilitate it. Proposals such as the development of communication strategies with the General Student Assembly (AGE) and the Student Advisory Committee (CAES), the establishment of regular meetings, and the creation of service offices on each campus are valuable references. In addition, it is essential to certify participation, create instruments such as the Digital Passport, which recognizes and values all educational experiences, or the Student Observatory to guide data-based policies.

Objective 3. Promote an active, healthy, and inclusive university life. The UV must move towards a lively campus, a cross-cutting concept that is introduced in the area of infrastructure and sustainability, promoting healthy habits, adapted physical activities, conscious eating, and a cross-cutting view of gender and diversity. At the same time, we must strengthen the cultural and sporting ecosystem to build community and a sense of belonging, with a visible, accessible offering that is connected to the city and the region. It is also essential to address challenges related to housing and accommodation, with specific aid and initiatives coordinated with local and regional administrations.

Objective 4. Guarantee useful, accessible, and hybrid services. Students demand simple procedures, clear information, and multilingual and digital channels. Procedures must be simplified, library hours must be extended during exam periods, and integrated service offices must be set up to connect administrative tasks, activities, and resources (culture, sports, financial aid, mobility).

KEY MEASURES

- Offer meal and cafeteria subsidies, through vouchers, to facilitate access for students, as well as transportation subsidies, with special attention to travel necessary for curricular internships.
- Implement grants for the loan of specific and unique material in degree programs that require it.
- Establish criteria for preferential access to master's degree programs for students at the University of Valencia.
- Increase and improve common areas, such as rest areas and dining rooms, leisure areas, and study rooms, and expand the availability of microwaves to facilitate meal and rest times.
- Create new spaces on each campus dedicated entirely to students.
- Strengthen the Student Mental Health Service.
- Create a university accommodation advisory office, specific housing assistance, a FairRental Housing Exchange, and increase the number of residential places at the UV by promoting the construction of new residences and agreements with other operators.

INDEX OF OBJECTIVES AND COMMITMENTS

Objective 1. Guarantee equity in access, retention, and academic success

- Ensure retention with equity and sufficient support
- Improve the welcome and first year with mentoring
- Strengthen clear, multi-channel communication

Objective 2. Strengthen and facilitate student participation

- Ensure structured dialogue and autonomy for student representative bodies
- Encourage participation with real academic recognition
- Promote the *Alumni* Community

Objective 3. Promote an active, healthy, and inclusive university life

- Strengthen community, cultural, and sports activities as a cornerstone of well-being
- Ensure mental health and well-being with 24/7 coverage
- Facilitating affordable housing and university life

Objective 4. Guaranteeing useful, accessible, and hybrid

services Redesigning accessible, digital, and local services

With this program, the university will build a **demanding and humane university life, with real opportunities** for students to learn, participate, and thrive.

Objective 1. Ensure equity in access, retention, and academic success

Commitments	Measures
Ensure retention with equity and sufficient support	<p>268 Develop an Equity and Retention Plan with scholarships for people at risk of exclusion and an emergency fund to prevent dropouts due to financial reasons, permanently open.</p> <p>269 Defend a fair public pricing policy, reduce scholarship access requirements with social criteria and flexibility based on income and circumstances.</p> <p>270 Offer scholarships for school meals and cafeteria meals through vouchers to facilitate access for students.</p> <p>271 Offer transportation scholarships, with special attention to travel necessary for curricular internships.</p> <p>272 Promote personalized academic support, with tutoring and follow-up plans, for those who receive emergency scholarships or combine work and study.</p> <p>273 Ensure real equality of opportunity and academic success in all centers and campuses, with special attention to groups with greater socioeconomic or adaptation difficulties.</p> <p>274 Implement grants for the loan of specific and unique materials in degree programs that require them.</p> <p>275 Establish criteria for preferential access to master's degree programs for students at the University of Valencia.</p>
Commitments	Measures
Improve the welcome and the first year with mentoring.	<p>276 Improve the UV welcome program: orientation days, welcome pack, and tours of key services, with special attention to the first year.</p> <p>277 Provide mentoring by pairing veteran and new students, and promote coordinated teaching tutoring, with monitoring based on risk indicators.</p> <p>278 Simplify admission and enrollment for first-year students, with streamlined calls and greater support in the procedures.</p> <p>279 Strengthen support for international mobility, with linguistic and academic advice.</p> <p>280 Review and improve the implementation of internships and promote the progressive increase in the possibility of contributions in accordance with current regulations, to encourage progressive integration into real professional practice.</p>

Commitments	Measures	
Strengthen clear, multi-channel communication.	281	Distribute a UV student newsletter with announcements, scholarships, and activities, integrated into the app, social media, digital signage, and WhatsApp.
	282	Promote open semester meetings between the Governing Team and students to report on activities and listen to proposals.
	283	Create awareness campaigns on rights and services (inclusion, mental health, housing, employability) with materials in Valencian, Spanish, and English.
	284	Strengthen the relationship between students and university services such as UVocupació, UVEmprén, UVDiscapacitat, and others.

Objective 2. Strengthen and facilitate student participation

Commitments	Measures	
Ensure structured dialogue and the autonomy of student representative bodies.	285	Establish quarterly meetings between the Governing Team and the General Student Assembly (AGE) and the Student Advisory Committee (CAES).
	286	Provide the AGE, CAES, and ADRs with sufficient resources and spaces for associations, with digital tools for management; and promote Espai Vives as a space for meeting, creation, and leisure.
	287	Improve the catalog of student rights and duties, promote a UV Student Statute, and promote the figure of the Vice-Treasurer for Students.
Commitments	Measures	
Encourage participation with real academic recognition.	288	Create a UV Digital Passport that certifies skills for participation in associations, representative bodies, culture, languages, and volunteering.
	289	Promote a Student Observatory to define data-based policies, with annual reports and co-designed proposals.
	290	Enable students at the Ontinyent Campus to enroll in optional subjects taught at other campuses, especially in higher courses.

	291	Encourage representation and volunteering, with compatible schedules and the possibility of changing groups.
	292	Create a <i>SmartLab (LangLab)</i> with an <i>MT-CAT (Machine Translation - Computer-Assisted Translation)</i> unit to promote digital and linguistic competence.
	293	Strengthen student participation through credits for volunteering, participation in cultural, sports, and solidarity groups, mentoring programs, school activities, or collaborations as a mechanism for comprehensive student training and promote recognition in the SET.
	294	Create other incentives for activities that cannot be validated, such as points cards that can be used for university services such as La Tienda UV or the Sports Service.
Commitments	Measures	
Promote the <i>UV Alumni</i> Community	295	Promote the <i>UV Alumni</i> Community for UV graduates as a mechanism to strengthen the long-term relationship between the University of Valencia and its students.
	296	Create a pool of UV opportunities and talent and develop intergenerational mentoring programs.
	297	Strengthen the <i>UV Alumni</i> brand, making it more solid and recognizable, and increase the participation of this community in face-to-face and online activities.
	298	Foster links between <i>UV Alumni</i> and the activities of SEDI, UVocupació, UVEmprén, and the Chair of Business Culture for the development of innovative, entrepreneurial, and mentoring initiatives.
	299	Create a MentorUV program with senior graduates in each area of knowledge.
	300	Design a range of specific micro-credentials aimed at <i>UV Alumni</i> and another with their participation as teachers.
	301	Improve the digital and multichannel communication infrastructure of <i>Alumni UV</i> and create a specific membership card for its members.
	302	Incorporate <i>UV alumni</i> representatives into the UV Social Council as a mechanism to encourage involvement.

	303	Organize annual events to encourage interaction between the <i>UV Alumni</i> community and the university community.
	304	Encourage participation in national and European alumni networks.

Objective 3. Promote an active, healthy, and inclusive university life

Commitments	Measures
Strengthen community, cultural, and sports activities as a cornerstone of well-being	305 Increase and improve common areas, such as rest areas and dining rooms, leisure areas, study rooms, and expand the availability of microwaves to facilitate meal and rest times.
	306 Promote university life on all campuses with a wider and more balanced range of cultural, social, and sporting activities.
	307 Create new spaces on each campus dedicated entirely to students.
	308 Promote a public management model for cafeterias, with affordable prices and services of interest to students.
	309 Promote student conferences in all centers as spaces for learning and academic advancement.
	310 Develop and promote, with student participation, an affordable and stable sports agenda with improved facilities, including sports for all abilities and support for high performance.
	311 Develop and disseminate, with student participation, an affordable and innovative cultural agenda that reaches all campuses.
	312 Organize cultural and sporting events for the university community that strengthen UV identity and promote university life.
	313 Strengthen Campus Committees with greater student participation to define collaborative, immersive, and co-creative cultural and sporting initiatives aligned with their unique needs, interests, and identity.
	314 Promote more efficient software and simplified procedures for registering for activities, as well as to encourage the university to open up to the public in specific programs.

Commitments	Measures
Ensure mental health and well-being with 24/7 coverage.	<p>315 Strengthen the Student Mental Health Service with a 24/7 emergency telephone line and mobile consultations on all campuses.</p> <p>316 Implement stress management programs, adapted physical activity, and nutrition education that respects food intolerances.</p> <p>317 Expand psychoeducational guidance in virtual and face-to-face formats through workshops, materials, and quick appointments, and conduct an annual assessment of its impact.</p>
Commitments	Measures
Facilitate affordable housing and university life.	<p>318 Create a university housing advisory office to help students find housing.</p> <p>319 Increase the number of residential places at the UV by promoting the construction of new residences and agreements with other operators.</p> <p>320 Create specific housing subsidies, prioritizing vulnerable groups, such as students with disabilities or limited resources, and campuses with residential tension.</p> <p>321 Ensure affordable prices and specific scholarships, with places reserved for vulnerable students, to guarantee that access to university is not conditioned by housing.</p> <p>322 Create an Intergenerational Housing Exchange that facilitates programs for students to live with older people, a "Live and Coexist" program, as an immediate residential and social solution.</p> <p>323 Create an Erasmus Housing Exchange to promote housing exchanges between the families of Erasmus students.</p> <p>324 Create a Fair Rental Housing Pool with criteria for transparency, mediators, and basic legal support.</p> <p>325 Create the UV Residential Community Program for the residences of the new university residential network, with cultural activities, mentoring, and coexistence initiatives so that the residences are an extension of the university experience.</p>

Objective 4. Guarantee useful, accessible, and hybrid services

Commitments	Measures
Redesigning local, digital, and accessible services	326 Create a Student Services Office on each campus, a single point of contact for inquiries, guidance, administrative procedures, activities, dialogue, and resources, integrated with the app and the virtual classroom.
	327 Simplify all student services through the use of digital certification, online management, and electronic signatures, with clear guidelines and predictable deadlines.
	328 Promote libraries as CRAI (Center for Learning and Research Resources) with extended hours during exams and more learning services in areas such as information skills and data.
	329 Eliminate digital and physical barriers with agile adaptations and alternative formats in teaching and assessment.
	330 Create a map of transportation, health, sports, culture, and other services, integrated into the host website.
	331 Integrate the SDGs into university life, activities, and services.



TECHNICAL, MANAGEMENT AND ADMINISTRATIVE AND SERVICES

ESSENTIAL PROFESSIONALS FOR A MODERN, HUMANE AND EFFICIENT

Technical, Management, Administrative, and Services Staff (PTGAS) are a fundamental pillar of the University of Valencia. Without their professionalism, experience, and commitment, no teaching, research, or institutional activity would be possible. We defend a vision of **PTGAS as a key group for the functioning and quality of university services**, with consolidated labor rights, real professional careers, continuing education, and dignified, flexible working conditions that are compatible with personal life.

In addition, we are committed to **strengthening their participation in decision-making, improving communication channels, and explicitly recognizing their strategic role** in the modernization of the university. The University of Valencia needs motivated technical and administrative teams, with opportunities for progression and the support of efficient digital tools that facilitate daily tasks. Only in this way can we guarantee quality public university services, capable of responding quickly to the challenges of an institution in constant transformation.

An accurate diagnosis of the situation of this group is essential in order to define a viable strategy. Issues such as high temporary employment and staff turnover, an aging workforce, and increased bureaucracy in a work environment halfway through its digitalization process must be addressed with **measures that reduce the foreseeable negative impacts and take advantage of opportunities**.

GENERAL OBJECTIVE

The aim is to promote a **professional, qualified, and recognized PTGAS model** that supports modern, efficient, and public service-oriented university management. This involves ensuring a transparent and stable professional career, adequately planning for generational change, offering continuous training and development opportunities, modernizing work processes and tools and teleworking, and promoting healthy, inclusive, and work-life-balancing work environments. With this comprehensive approach, the University of Valencia ensures that its technical and administrative services are prepared to support all its institutional missions with quality and rigor.

SPECIFIC OBJECTIVES

Objective 1. Give PTGAS professional dignity. Their strategic role in the management of teaching, research, innovation, transfer, and university culture must be recognized, involving them in decision-making processes and transformation projects. An administrative structure that recognizes the value of accumulated knowledge, skills, and experience must be strengthened, with a dynamic horizontal and vertical career path adapted to the challenges that arise. In addition, we will have to promote healthy work environments that facilitate cooperation between units, the updating of professional profiles, and the clarification of functions to improve

efficiency and internal coordination, as well as strengthen reception, training, and technical updating systems so that staff have the necessary resources to tackle new tasks and technologies.

Objective 2. Plan staffing and generational succession. It is urgent to establish a plan to update job positions and establish career paths that ensure the attraction of new professional profiles linked to digitization, data science, communication, user support, and project management. High staff turnover and lack of specialization must be corrected by establishing training and promotion pathways in areas such as economics, academia, and project management. Furthermore, succession must be accompanied by internal mentoring programs that ensure the transfer of experience and public service culture.

Objective 3. Ensure training, updating, and professional development. The goal is to turn the University of Valencia into a learning organization where PTGAS can grow personally and professionally. The training plan must be participatory, open, aligned with the real needs of the services, and structured into pathways. In any case, digital skills, data management, languages, process innovation, and collaborative leadership must be incorporated. Internal and external training mobility must be encouraged, both nationally and internationally.

Objective 4. Modernization and simplification of university management. The PTGAS must work in agile environments, with modern digital tools and simplified procedures. The University of Valencia must complete the transition to a digital and intelligent administration that reduces bureaucracy, simplifies workflows, and promotes collaboration between units. This will improve service to the university community while lightening the administrative burden of tasks with little added value.

Objective 5. Place work-life balance, well-being, equality, and diversity at the center of policies through adapted leave and sabbatical regulations, flexible working hours, and periodic evaluations of the work environment, as well as the implementation of a social plan that includes risk prevention measures, mental health support, and the updating of teaching evaluation tools so that they are truly useful and recognized. Attention must be paid to diverse family, health, disability, and workload realities, the consolidation of effective anti-harassment protocols, the guarantee of safe and inclusive spaces, and early detection mechanisms for psychosocial risks with agile and effective counseling services. This objective is developed in the areas of "Health and well-being on university campuses" and "Equality, diversity, and well-being."

KEY MEASURES

- Review the policy and management of job pools to reduce turnover, increase specialization, and streamline recruitment.
- Promote a 2026-2032 Renewal and Generational Replacement Plan.
- Restore and promote the specialization of technical laboratory staff in the selection and management of job banks.
- Thoroughly review the distribution of the workload to ensure a more balanced allocation of staff and adapt professional categories to the functions performed.
- Establish training programs for major areas of work, such as academic management, financial management and contracting, management of tribunals and commissions, secretarial services for senior officials and protocol, etc.
- Ensure that all management software applications have sufficient guides and manuals for autonomous use.

INDEX OF OBJECTIVES AND COMMITMENTS

Objective 1. To dignify the PTGAS group professionally

- Recognize the strategic contribution of PTGAS
- Ensure a real professional career and job stability

Objective 2. Plan staffing and generational succession

- Plan for generational succession
- Update and modernize the workforce

Objective 3. Guarantee training, updating, and professional development

- Establish training pathways and increase specialization
- Provide sufficient learning resources, manuals, and guides

Objective 4. Modernization and simplification of university management

- PTGAS participation in the UV's digital transformation plans

Objective 5. Place work-life balance, well-being, equality, and diversity at the center of policies

- Ensuring real and effective work-life balance for PTGAS
- Promote a comprehensive social plan for health and prevention for the PTGAS
- Ensure safe, inclusive, and harassment-free work environments for PTGAS
- Make PTGAS evaluation useful and transparent, linking it to professional development
- Adapt workspaces and work organization to the diversity of PTGAS

This program is committed to a digital, intelligent, fair, and collaborative university administration capable of supporting teaching, research, and, by extension, Valencian society with quality, commitment, and pride of belonging. The aim is to build a university where PTGAS have the necessary conditions to **carry out their work with professionalism, stability, and visibility**, thus contributing to the smooth running of all services and strengthening the public role of the institution.

Objective 1. To dignify the PTGAS group professionally

PTGAS

Commitments	Measures
Recognize the strategic contribution of PTGAS	<p>332 Promote and encourage the participation of the PTGAS in institutional bodies and projects as an active agent of transformation at the UV and of digital transformation.</p> <p>333 Create incentives and management mechanisms to encourage and recognize job retention with a high level of service quality.</p> <p>334 Review the remuneration policy to ensure equity and consistency between responsibility and function, with a technical study of actual locations and functions to carry out fair reclassifications.</p> <p>335 Introduce a variable productivity bonus for achieving objectives and service quality, not linked to hierarchy.</p> <p>336 Reduce the working week to 35 hours while maintaining current salaries.</p>
Commitments	Measures
Guarantee a real professional career and job stability.	<p>337 Fully deploy horizontal and vertical career paths for all PTGAS staff.</p> <p>338 Ensure regular and transparent calls for promotion and consolidation.</p> <p>339 Advocate to the competent authorities for a sufficient replacement rate to cover all vacancies and structural needs.</p> <p>340 Stabilize temporary staff with fair, job-appropriate, and predictable procedures.</p> <p>341 Review the policy and management of job pools to reduce turnover, increase specialization, and streamline recruitment.</p> <p>342 Promote a voluntary process of civil service status for PTGAS workers.</p>

Objective 2. Plan staffing and generational succession

Commitments	Measures	
Plan for generational renewal	343	Promote a 2026-2032 Renewal and Generational Succession Plan that identifies key services and strategic areas and also provides for the gradual adjustment of staffing levels to balance workloads.
	344	Implement flexible working measures for staff over the age of 60 linked to intergenerational mentoring and internal knowledge transfer activities, in order to facilitate work-life balance and generational succession.
	345	Incorporate new professional profiles linked to digitization and project management. Create a specialized structure within SIVU with highly qualified technical profiles in big data management and accelerated AI systems administration, separating these functions from general IT support.
Commitments	Measures	
Update and modernize the workforce	346	Review the staffing map every two years with an analysis of the needs per unit and service.
	347	Thoroughly review the distribution of the workload across all units, services, and laboratories to ensure a more balanced allocation of staff and to align professional categories with the functions actually performed.
	348	Coordinate the analysis and updating of the staffing structure with digital transformation plans to adapt it to new requirements.
	349	Clearly define jobs in unique services such as the SCSIE and internal assignment to sections.
	350	Assess the removal of C1/A2 and A2/A1 positions from special administration scales to facilitate the vertical promotion of this staff.
	351	Ensure that resulting positions are offered in all merit-based competitions, both general and special administration.
	352	Redefine the jobs of laboratory staff (technicians, assistants) and strengthen the workforce to better match the tasks they perform.
	353	Restore and promote the specialization of technical laboratory staff in the selection and management of job pools.
	354	Review and redefine the jobs in senior secretarial positions.

Objective 3. Ensure training, updating, and professional development

Commitments	Measures	
Establish training pathways and increase specialization	355	Create a new PTGAS training plan, with the participation of staff representatives, which delves deeper into the functions of workplaces with a higher level of specialization.
	356	Establish training itineraries by major areas of work, such as academic management, research management, financial management and contracting, management of tribunals and commissions, secretariat for senior officials and protocol, etc.
	357	Promote on-demand training and training grants for jobs with highly specialized functions, such as laboratory staff, animal facility staff, IT staff, risk prevention staff, quality staff, research management staff, knowledge transfer staff, etc.
	358	Promote internal and international training mobility for the exchange of good practices.
	359	Promote specific training in digital skills for all PTGAS staff, particularly in the most widely used skills and the applied use of AI.
Commitments	Measures	
Have sufficient learning resources, manuals, and guides available.	360	Ensure that all management software applications have sufficient guides and manuals for autonomous use.
	361	Provide alternative learning and dissemination resources, such as microvideos, regular online consultation sessions, or AI-powered consultation tools.
	362	Consult the PTGAS through surveys to identify the areas and applications that require greater effort in training and learning resources.

Objective 4. Modernization and simplification of university management

Commitments	Measures
PTGAS participation in the UV's digital transformation plans	363 Promote the active participation of PTGAS in defining digital transformation plans to ensure reliability, management suitability, and workload reduction.
	364 Simplify workflows and eliminate redundant documentation with more agile and digitized administrative processes that reduce bureaucratic burdens, save material and energy resources, and increase institutional efficiency.
	365 Promote access to AI and process automation tools to facilitate highly repetitive tasks with little added value.
	366 Invest in improving management applications with constant developments to meet the demands and suggestions of the PTGAS.
	367 Increase the efficiency and quality of teleworking with tools and training adapted to this type of work.

Objective 5. Place work-life balance, well-being, equality, and diversity at the center of policies

Commitments	Measures
Ensure real and effective work-life balance for the PTGAS	368 Update the catalog of leave and sabbaticals to adapt it to current needs in terms of care, health, and situations of vulnerability, with clear and accessible information for PTGAS.
	369 Establish mandatory attendance periods and flexible working hours, with regulated teleworking in certain locations, ensuring quality of service and autonomy in the organization of time.
	370 Implement a streamlined procedure for adapting working hours for health, disability, or family reasons, with clear response times and guarantees of non-discrimination.

Commitments	Measures	
Promote a comprehensive social plan for health and prevention for the PTGAS	371	Conduct annual occupational risk and psychosocial climate assessments with the participation of the PTGAS, feedback on results, and specific action plans by unit.
	372	Strengthen a confidential and free psychological support service, with attention to work-related stress, conflicts, and risk situations, and with agile care circuits.
	373	Promote annual wellness programs for PTGAS, integrating training in health, ergonomics, and stress management into the work schedule whenever possible.
Commitments	Actions	
Ensure safe, inclusive, and harassment-free work environments for PTGAS.	374	Review and reinforce protocols against all forms of harassment or discrimination, ensuring clear procedures, protection for victims, and mandatory dissemination to PTGAS.
	375	Implement regular and mandatory training on equality, diversity, and harassment prevention, with specific content for positions of responsibility.
	376	Establish confidential and accessible channels for the early detection of situations of conflict, overload, or possible harassment, with a rapid technical response.
Commitments	Measures	
Make the PTGAS evaluation useful and transparent, linking it to professional development	377	Update PTGAS performance evaluation tools to make them clear, useful, and oriented toward continuous improvement, incorporating qualitative indicators and reducing bureaucracy.
	378	Link evaluation results to promotion pathways, access to training, recognition, and, where possible, incentives, reinforcing equity.
	379	Ensure regular follow-up interviews to share objectives, training needs, and organizational improvements, with channels for PTGAS feedback on the organization and leadership.
Commitments	Measures	
Adapt workspaces and work organization to the diversity of the PTGAS.	380	Review PTGAS workspaces to ensure accessibility, adequate signage, rest areas, and confidential spaces, with special attention to disability.

	381	Implement workload monitoring systems by unit, adjusting templates and processes to avoid overloads and distribute tasks equitably.
	382	Establish procedures for dealing with high psychosocial risks, with temporary measures to reorganize tasks, reinforce staff, or adjust schedules to protect the well-being of PTGAS.



TEACHING AND RESEARCH

CAREER, PROJECTION, AND WELL-BEING OF TEACHING STAFF FOR A LEADING UNIVERSITY

The University of Valencia needs a PDI project that puts people at the center and explicitly aligns academic and scientific objectives with decent, predictable, and quality-oriented working conditions. Faculty are the backbone of the institution: they educate students, generate knowledge, and transmit it to our social and economic environment. That is why this program proposes an ambitious but realistic agenda that combines stability and renewal, high standards and care, planning and agility. **It is a project that is committed to a clear and transparent academic career, eliminating unnecessary uncertainties and enabling each person to develop their potential in all dimensions:** teaching, research, innovation, transfer, and social commitment.

This proposal incorporates a **medium- and long-term strategic vision** aimed at strengthening the teaching staff, promoting the recruitment and retention of talent, and ensuring that the University of Valencia is a stimulating, safe, and fair environment. The aim is to promote policies that dignify the academic profession, foster collaboration and excellence, and ensure that the institution has the best teaching staff to face present and future challenges.

GENERAL OBJECTIVE

The goal is to build a **reliable, balanced, and people-oriented faculty model** that ensures fair academic career development, strategic workforce planning, balanced dedication, continuous professional growth, and working conditions that promote well-being and equality in pursuit of excellence.

SPECIFIC OBJECTIVES

Objective 1. Consolidate a clear and predictable academic career, with transparent stabilization and promotion processes, public calendars, and comparable criteria, which recognizes the diversity of areas, centers, and campuses and incorporates the developments of the LOSU and the future PDI Statute. This requires correcting existing staffing imbalances, progressively reducing the excessive dependence on associate professors through the instruments provided for in the LOSU, and, when retirements occur, converting these positions to assistant professors and permanent staff, or announcing positions for tenured professors and university professors when the area of knowledge has accredited personnel. At the same time, an academic career model is proposed that values teaching, research, transfer, innovation, and institutional contribution in a balanced manner, with fairer evaluation and recognition systems, mechanisms to support young staff, and multi-year planning that allows for anticipating needs and building stable, motivating professional trajectories rooted in the University of Valencia.

Objective 2. Advance strategic workforce planning and generational renewal

through a dynamic departmental map that allows for the accurate assessment of teaching and research needs, the balancing of professional categories, and the anticipation of retirement dates, as well as the development of specific plans for areas of strategic interest. This approach should enable the coherent targeting of job offers, the strengthening of pre-doctoral and post-doctoral contracts, and the articulation of effective ways of attracting and retaining talent. Faced with the generational challenge, the University of Valencia will promote a decisive strategy to rejuvenate its teaching and research staff over the next six years.

Objective 3. Implement a Faculty Workload Plan (FWP) that makes all the activities of teaching and research staff visible and recognizes them in a comprehensive manner, in line with the Teaching Workload Assignment (TWA) and based on objective criteria that allow teaching time to be organized with transparency and explicit recognition of tasks that have been insufficiently valued until now. This plan must be flexible and up-to-date, capable of adapting to the different stages of an academic career and the specificities of scientific fields, with the aim of avoiding overload, balancing responsibilities, and ensuring compatibility between quality teaching, competitive research, and participation in transfer, dissemination, and management tasks, thus moving towards a fairer distribution of work and the full development of faculty talent.

Objective 4. Articulate professional development, mentoring, and training through the creation of an *Academic Action and Career Office*, the implementation of mentoring programs for new staff, and the design of training itineraries in active teaching methodologies, assessment, digital skills, and artificial intelligence, as well as in language policy in Valencian, Spanish, and English. This strategy aims to consolidate a culture of continuous support throughout the professional life of teaching and research staff, facilitating teaching updates, the promotion of innovation projects, and research growth, with an office that acts as a reference point to guide career paths, identify training needs, and promote development opportunities, and with programs that strengthen team cohesion, reduce uncertainty, and prepare faculty to face emerging challenges with an inclusive, innovative, and high-quality approach.

Objective 5. Place work-life balance, well-being, equality, and diversity at the center of policies through adapted leave and sabbatical regulations, flexible working hours, and periodic evaluations of the work environment, as well as the implementation of a social plan that includes risk prevention measures, mental health support, and the updating of teacher evaluation tools so that they are truly useful and recognized. Attention must be paid to diverse family, health, disability, and workload realities, the consolidation of effective anti-harassment protocols, the guarantee of safe and inclusive spaces, and mechanisms for the early detection of psychosocial risks with agile and effective counseling services. This objective is developed in the sections "Health and well-being on university campuses" and "Equality, diversity, and well-being."

KEY MEASURES

- Prioritize demands for the stabilization and promotion of teaching staff.
- Create the Office of Academic Action and Career Development.
- Approve scales for competitions for assistant professor positions adapted by area.
- Approve a Faculty Workload Plan (FWP) that adequately recognizes and highlights all teaching, research, tutoring, management, and participation in examination boards, dissemination, knowledge transfer, teaching innovation, continuing education, representation, and management activities.

- Strengthen the co-financing of postdoctoral programs and complement them with pathways and contracts leading to permanent teaching positions where appropriate.
- Increase the allocation of sabbatical leave to ensure that it lasts for one year and enhance its academic and research relevance.
- Streamline temporary replacement processes with dynamic and transparent pools that are more attractive to candidates and useful to the University.

INDEX OF OBJECTIVES AND COMMITMENTS

Objective 1. Consolidate a clear, predictable, and dynamic academic career

- Defend a clear and stable academic career with guarantees
- Create advisory and information resources
- Promote consolidation pathways

Objective 2. Advance strategic workforce planning and generational renewal

- Plan rigorously and carefully for generational renewal
- Open governance of faculty policy

Objective 3. Implement a Faculty Workload Plan

- Develop an Academic Commitment Plan (ACP) and teaching organization
- Comprehensively recognize all PDI tasks with incentives

Objective 4. Coordinate professional development, mentoring, and training

- Develop mentoring, training, and professional development programs
- Support and promote the transition from PIF to academic career
- Make appropriate use of associate and substitute teaching staff

Objective 5. Place work-life balance, well-being, equality, and diversity at the center of policies

- Ensure a real work-life balance for teaching and research staff, adapted to teaching, research, and management
- Implement a social health and prevention plan for teaching and research staff
- Ensure safe, inclusive, and harassment-free academic environments for faculty and staff
- Improve teacher evaluation as a tool for academic improvement and recognition
- Adjust teaching and research staff workloads and workspaces to ensure well-being and safety

In short, this program defines a clear commitment to a leading University of Valencia that places people at the center of its institutional strategy. Through a **transparent** and predictable **academic career** path, **rigorous** workforce **planning**, **comprehensive recognition of dedication, ongoing support for professional development**, and a **firm commitment to well-being, equality, and diversity**, this program lays the foundations for a solid, motivating, and sustainable teaching model. This approach makes it possible to strengthen teaching and research quality, guarantee generational renewal, and ensure that the University of Valencia has the talent, conditions, and cohesion necessary to successfully meet present and future academic, scientific, and social challenges.

Objective 1. Consolidate a clear and predictable academic career path

Commitments	Measures	
Defend a clear academic career and stabilization with guarantees	383	Prioritize demands for the stabilization and promotion of teaching staff, insisting on the elimination of the replacement rate to facilitate adequate planning.
	384	Publish a multi-year calendar for the stabilization and promotion of teaching staff, helping assistant professors (AJD) move to permanent employment (PPL) or tenured positions (TU); and from tenured positions to full professorships (CU), with criteria by area based on needs and merits.
	385	Optimize and streamline the implementation of internal transformations and promotions in accordance with the LOSU and the regional legal framework.
	386	Reserve places for accredited talent through excellence programs, to guarantee real and agile opportunities for consolidation to departments, in coordination with research institutes.
	387	Maintain up-to-date replacement pools to cover needs with guarantees and agility, with the possibility of departmental participation in the management of calls.
Commitments	Measures	
Create advisory and information resources	388	Create the Office of Academic Action and Career to accompany teaching and research staff throughout their careers (including the pre-retirement stage), offer advice on opportunities and procedures, and provide support resources and services, with special attention to temporary staff.
	389	Improve information and support resources on teaching careers, resources, services, scholarships, and grants.
Commitments	Measures	
Promote consolidation pathways	390	Strengthen co-financing of postdoctoral and specialist programs in the health field (Ramón y Cajal, Marie Curie, Juan de la Cierva, Gente, Río Hortega, Sara Borrell, Miguel Servet, Juan Rodés, etc.) and complement them with pathways and bridge contracts to permanent teaching positions where appropriate, considering the necessary coordination with research institutes.
	391	Enable and facilitate the recognition of teaching activities and the inclusion in the teaching workload assignment (TWA) of postdoctoral and specialist program staff, with the aim of attracting talent and excellence.

	392	Encourage agile promotion, subject to accreditation, without having to exhaust the maximum duration established for temporary contracts and without the rigidity of having to go through certain temporary positions.
	393	Design a comprehensive strategy for attracting and retaining talent, aimed at both young researchers and personnel from other national and international centers.
	394	Approve scales for competitions for assistant professor positions adapted by area, with at least two alternatives: one for research profiles, with less weight given to teaching experience and more to research experience; and another open one, with greater weight given to teaching merits.
	395	Consider replacing the requirement for a C1 level in Valencian with a C1 level in English in promotion and selection competitions, subject to a report on the situation in the area of knowledge with regard to compliance with teaching assigned in Valencian, in order to attract and retain talent and promote teaching in English.
	396	Propose to the regional ministry responsible for health the linking of assistant professor positions to increase the possibilities of hiring expert personnel in Health Sciences with compatible schedules.

Objective 2. Advance strategic planning for the staffing and generational renewal

Commitments	Measures	
Plan rigorously and carefully for generational renewal	397	Improve data, analysis tools, and department mapping to plan needs, balance categories, and anticipate retirements.
	398	Design specific plans for areas with shortages and surpluses, using predoctoral and postdoctoral contracts, incoming mobility, and attraction programs to address unique needs.
	399	Prepare age pyramid and doctoral studies by area to prioritize rejuvenation with specific measures.

	400	Implement a staff rejuvenation plan that combines the incorporation of new profiles, stability, and continuous training to anticipate a response to the generational challenge facing the UV in view of the mass retirements expected in the next decade.
	401	Reorient the role of non-doctoral assistant professors to respond to areas with a shortage of pre-doctoral staff.
	402	Promote shared planning and dialogue with departments and research institutes so that decisions on workforce development are transparent and predictable.
	403	Establish a minimum percentage of healthcare personnel (medical professionals, nurses, etc.) in certain departments teaching Health Sciences to correct the decline in this type of teaching staff in recent years.
	404	Promote and strengthen the link between positions and hospitals through the regional ministry responsible for health, in order to ensure generational renewal and quality teaching in Health Sciences studies.
	405	Approve an extraordinary allocation of pre-doctoral contracts in response to the real needs of generational renewal in each of the centers.
Commitments	Measures	
Open government in teacher policy	406	Strengthen the participation and collaboration of teaching and research staff, departments, and research institutes. This involves giving faculty an active voice in strategic decision-making processes, strengthening collective workspaces, and ensuring consultation and deliberation mechanisms that make the institution more transparent and shared.
	407	Create spaces for meeting and shared responsibility, one on each campus. These spaces are hubs for cohesion and dialogue, where each group can share experiences, propose improvements, and work together to build a more participatory, equitable university that is committed to the well-being of the entire community.
	408	Actively disseminate information on the Transparency Portal about positions, criteria, and results, with open data and indicators of territorial and gender equity.
	409	Coordinate a negotiation table with a stable schedule and permanent working groups to ensure agile and verifiable agreements.

Objective 3. Implement a Faculty Workload Plan

Commitments	Measures	
Develop a Faculty Workload Plan (FWP) and teaching organization	410	Approve a FWP that recognizes and highlights all teaching, research, tutoring, management, and participation in examination boards, dissemination, knowledge transfer, teaching innovation, continuing education, representation, and management activities, in line with the TWA, which will lead to an increase in teaching workloads.
	411	Establish correction factors based on areas of knowledge to consider unique characteristics.
	412	Establish multi-year planning structures when justified, to stabilize the workload and improve preparation.
	413	Ensure that the FWP is a flexible and up-to-date system that allows for adaptation to the different stages of the academic career and to the particularities of scientific fields.
Commitments	Measures	
Comprehensively recognize all faculty tasks with incentives.	414	Promote a career model that values different activities in a balanced way and avoid reductionist views that penalize diverse and complementary profiles.
	415	Assess or increase the assessment of workload, using objective criteria, for certain specific activities.
	416	Reform the <i>Regulations on Academic Positions and Academic Management Responsibilities</i> with updated remuneration and workload reductions to improve and make compensation for these tasks fairer.

Objective 4. Coordinate professional development, mentoring, and training

Commitments	Measures	
Develop mentoring, training, and professional development programs	417	Develop a mentoring program for new hires, with materials and participation from emeritus and senior faculty.
	418	Promote training in active methodologies, assessment, and teaching AI, with certifiable itineraries and open, hybrid, and flexible offerings.

	419	Adapt and improve the teaching evaluation model to make it more useful for continuous improvement and recognized in accreditation processes.
	420	Increase the funding and relevance of the activities proposed for sabbatical leave to ensure that they are of higher quality and, in general, last for one year, instead of the current six-month leave.
Commitments	Measures	
Support and promote the transition from the PIF to an academic career.	421	Create specific training, through the Doctoral School, aimed at PIF and doctoral students interested in continuing their academic career, on teaching skills, methodologies, and tools.
	422	Call for postdoctoral grants to cover the flow of PIFs to other academic career paths.
	423	Create a PIF mentoring program so that those with more experience to welcome newcomers with the aim of promoting better integration into the university.
	424	Promote the representation and cohesion of the PIF community by creating communication networks, meeting spaces, and channels for active participation. The representation of the community must be carried out with the community, not behind its back.
	425	Review the working conditions of PIFs, such as the rigid clocking-in system, to adapt them to the unique characteristics of this group.
	426	Increase the number of grants for attending conferences and other scientific meetings, especially those reserved for doctoral students.
	427	Avoid abrupt disconnections once the pre-doctoral contract has ended, by maintaining services such as institutional email accounts, access to documentation centers and libraries, etc.
Commitments	Measures	
Make appropriate use of associate and substitute faculty positions.	428	Ensure that associate professors are recognized as professionals of recognized prestige and competence who devote part of their time to the university and improve their conditions.
	429	Encourage the transformation, where necessary, of associate teaching staff into full-time positions (AJD, PPL, TU), to ensure a gradual reduction in centers with high rates and to promote the full-time hiring of substitute teaching staff.
	430	Streamline temporary replacement processes with dynamic and transparent substitute teaching pools that are more attractive to candidates and more efficient for the university.

Objective 5. Place work-life balance, well-being, equality, and diversity at the center of policies

Commitments	Measures	
Ensure a real work-life balance for teaching and research staff, adapted to teaching, research, and management	431	Extend leave and sabbaticals for teaching and research staff for care, health, and work-life balance, with simplified procedures.
	432	Establish flexible time slots for non-teaching activities, guaranteeing minimum teaching hours.
	433	Establish a rapid procedure for adapting working hours, without impacting merit assessments.
Commitments	Measures	
Roll out a social health and prevention plan for teaching and research staff.	434	Conduct annual surveys of teaching and research staff by unit to detect work overload and define action plans.
	435	Strengthen a confidential support service for teaching and research staff facing stress, burnout, and academic conflicts.
	436	Promote annual teacher wellness workshops, with flexible schedules and recognition as continuing education.
Commitments	Measures	
Ensure safe, inclusive, and harassment-free academic environments for teaching and research staff	437	Update specific harassment protocols for teaching and research staff with whistleblower protection and clear procedures.
	438	Implement regular training on equality and diversity for teaching and research staff, with modules for academic positions.
	439	Establish confidential early detection channels with rapid intervention and specialized follow-up.
Commitments	Measures	
Improve teacher evaluation as a tool for academic improvement and recognition.	440	Redesign teacher evaluation tools to provide useful feedback and reduce bureaucracy, incorporating a 360° view.
	441	Link evaluation results to improvement plans, priority training, and promotion merits, using transparent criteria.
	442	Establish regular feedback sessions by department, incorporating teaching and research staff in the improvement of teaching methodologies.

Commitments	Measures
Adjust teaching and research staff workloads and workspaces to ensure well-being and safety.	443 Review teaching and workspaces for teaching and research staff to ensure accessibility, rest, and privacy.
	444 Implement systems for monitoring workloads to balance workloads and ensure time for research.
	445 Establish mechanisms for temporary reorganization of workloads in the face of psychosocial risks, with additional support.

THE UNIVERSITY OF VALENCIA IS THE FUTURE

PRIDE OF THE UNIVERSITY OF VALENCIA

The University of Valencia **faces the future with the responsibility and ambition befitting a public institution with more than five centuries of history**, aware of its key role in building a more just, cultured, and democratic society. In a global context characterized by uncertainty, the accelerated transformation of knowledge, and profound social, technological, and labor changes, planning the future of the university requires **strategic vision, the ability to anticipate, and a firm commitment to academic excellence** and public service.

This axis articulates a vision of the future that places **education, research, knowledge transfer, innovation, and internationalization** as the pillars of a solid, coherent, and recognized university project. The University of Valencia must continue to be a space for the creation and transmission of critical knowledge, capable of responding to major contemporary challenges—such as the digital transition, sustainability, health, social cohesion, and the transformation of work—from a rigorous, interdisciplinary perspective committed to the common good.

The future of the University necessarily involves **strengthening its high-quality, flexible academic offering, adapted to social needs**, combining solid scientific and humanistic training with cross-disciplinary, digital, and international skills. At the same time, **research and development must continue to be fundamental drivers** of institutional prestige, promoting **the recruitment of talent**, collaboration with international scientific networks, and **the transfer of knowledge** to society and the productive sector.

This vision for the future also incorporates a firm commitment to innovation and transfer as key instruments for converting knowledge into social, economic, and cultural impact. The University of Valencia must strengthen its role as an active agent of territorial development, promoting **entrepreneurship, collaboration with institutions and companies, and the creation of open**, inclusive, and sustainable innovation ecosystems.

Internationalization and cooperation are also strategic areas within this focus area. The future of universities is, by definition, global, and requires an active presence in the European and international higher education and research arena, based on values of quality, equality, sustainability, and human rights. This external projection must be accompanied by clear governance and effective support for **mobility, academic cooperation, and international projects**.

Finally, this axis expresses a central idea: **pride in belonging to the University of Valencia**. This pride is based on the quality of collective work, social recognition of the institution, and the shared conviction that public universities are an essential tool for building the future. **Moving the University forward means** strengthening its identity, communicating its value, and consolidating it as a leading institution capable of inspiring confidence, generating opportunities, and leading, with rigor and commitment, the great debates of the present and the future.



QUALITY, INNOVATION, AND SOCIAL IMPACT

The University of Valencia, as a public institution with a strong regional presence and a clear international focus, faces the challenge of strengthening the quality, innovation, and social impact of its academic offerings in a context of constant transformation in higher education.

This axis is based on a commitment to guaranteeing inclusive, up-to-date academic programs that are connected to major social, scientific, and economic challenges, as well as to the present and future needs of the labor market. In line with the principles of the European Higher Education Area and international recommendations on quality, internationalization, and lifelong learning, the University of Valencia aims to consolidate a flexible, innovative, and socially responsible teaching model capable of training critical, competent individuals who are committed to their environment.

GENERAL OBJECTIVE

The overall objective is to consolidate the University of Valencia as a leading university in higher education by building an integrated **ecosystem** of bachelor's degrees, master's degrees, doctorates, and in-house academic programs, that is **flexible, competitive, and focused on quality and social impact**. This model aims to strengthen the academic relevance and international projection of the institution, promote teaching and digital innovation, improve connections with the social and productive environment, and guarantee inclusion and effective support for students throughout their educational journey.

SPECIFIC OBJECTIVES

Objective 1. Renew the academic offering with a strategic vision. Bachelor's and master's degrees must be relevant, connected to global challenges and the demands of our productive and social fabric. We propose a review of the degree map, the incorporation of new flexible formats for double degrees, open pathways and electives, and an in-depth renewal of some bachelor's and master's degrees to ensure quality and relevance. We will also undertake a rethinking of doctoral studies, which are key in an institution such as the University of Valencia, in order to improve academic excellence and national and international projection. We are committed to democratizing technological knowledge, ensuring that Artificial Intelligence is not exclusive to engineering, but rather a cross-cutting skill that enhances employability in the Social Sciences, Health, and Humanities.

Objective 2. Strengthen internationalization and attract talent. We propose expanding multilingual offerings, establishing more dual degrees, and strengthening international and industrial doctoral programs to promote global experiences and connect our students with European and international networks. Initiatives such as the participation in university alliances, and greater incorporation of teaching in English with associated recognition will be crucial.

Objective 3. Promote digitization and teaching quality. The UV must lead the way in the responsible use of technology and AI in teaching and ensure that distance or hybrid learning is of high quality. Motivated by the positive reception and excellent results of the new flexible formats incorporated into our degree program map, we propose strengthening this offering and thoroughly revamping new bachelor's and master's degrees to ensure quality and relevance.

Objective 4. Renew lifelong learning and connection with the environment. The UV must offer its own undergraduate, postgraduate and lifelong learning programs that respond to the needs of professionals and organizations, and make the university a social and economic driver. This commitment to the region also involves opening studies to external collaborations, integrating experts and real-world problems into training plans.

Objective 5. Prioritize inclusion, flexibility, and student support. Processes, calendars, and regulations will be reviewed to promote work-life balance, equal opportunities, and retention in studies. The UV must be able to reduce dropout rates, provide support in the first year, offer flexible pathways, and establish academic recognition mechanisms that facilitate mobility and second degrees.

KEY MEASURES

- Set up a support unit for the implementation of new degrees and, in particular, the promotion of double degrees.
- Promote double degrees and joint programs that reinforce the competitive advantages of the UV.
- Create a map of strategic master's degrees aligned with key sectors and the University's research.
- Develop and promote "dual mention" in undergraduate and postgraduate degrees and promote industrial doctorates.
- Improve the postgraduate management model to reduce bureaucratic burdens and streamline academic decisions.
- Encourage joint supervision and double doctoral degrees with European and intercontinental universities.
- Generalize service learning in undergraduate and master's degrees, with projects that respond to real needs.

INDEX OF OBJECTIVES AND COMMITMENTS

Objective 1. Renew the academic offering with a strategic vision

- Update the range of degrees and transform key programs of study
- Make the offering more flexible and personalize learning paths
- Reposition master's degrees as the academic spearhead

Objective 2. Strengthen internationalization and attract talent

- Strengthen international, industrial, and high-quality doctoral programs

Objective 3. Promote digitization and teaching quality

- Responsible digitization and hybrid teaching with clear standards
- Useful quality, simplification, and institutional accreditation

Objective 4. Renewing the connection with the environment

- Employability, internships, and links with the region
- Strengthen academic language policy and international outreach
- Promoting a *multi-helix* internship model

In short, with this program, the University will advance in its mission to educate individuals, citizens, and professionals who are critical, competent, and committed to society, consolidating a range of studies that is a benchmark for quality, innovation, and social impact.

Objective 1. Renew the academic offering with a strategic vision

Commitments	Measures	
Update the map of degrees and transform key programs of study	446	Review the map of bachelor's, master's, and doctoral degrees, using social, scientific, and employment criteria and with the participation of external experts.
	447	Establish a support unit for the implementation of new degrees, and particularly the promotion of double degrees.
	448	Implement pilot projects for comprehensive renewal in selected degrees, from the perspective of curriculum design, methodologies, assessment, and practices, with independent evaluation.
	449	Develop and promote "dual specializations" in undergraduate and graduate degrees.
	450	Establish a protocol for the implementation of new degrees and the discontinuation and modification of existing ones, with criteria of social interest and guaranteed resources.
	451	Promote double degrees and joint programs that reinforce the competitive advantages of the UV.
	452	Create a curriculum innovation fund to finance transformation pilots and their extension.
	453	Implement the "Transversal AI" program. Include applied AI and computational thinking modules tailored to the specific characteristics of each faculty (Law, Philosophy, Health Sciences, etc.) to ensure that all students, regardless of their degree, acquire advanced digital skills for today's job market.
	454	Consolidate the Comprehensive AI Cycle. Structure a leading academic offering covering everything from bachelor's degrees to specialized doctorates in Artificial Intelligence, in order to retain research talent and train high-level specialists.
Commitments	Measures	
Make the offering more flexible and personalize learning pathways	455	Develop degrees with open pathways and greater choice of electives, and allow combinations of interdisciplinary modules.
	456	Promote a stable system of validations and pathways for double degrees and internal mobility.

	457	Introduce modular structures in degrees and master's degrees to make studies compatible with work and internationalization.
	458	Integrate European micro-credentials that count towards academic records and degree pathways.
	459	Generalize the recognition of undergraduate and master's degree modules within continuing education, as well as the recognition in the academic record of continuing learning and relevant courses.
	460	Implement the UV Micro credentials Plan, which provides solid and up-to-date training as a tool for the employability of students and graduates, promoting personal and professional improvement; and which also updates the training of workers and accredits the skills acquired.
Commitments	Measures	
Reposition master's degrees as an academic spearhead	461	Create a map of strategic master's degrees aligned with key sectors and the University's research.
	462	Promote new modalities and formats—intensive, hybrid, professional—co-designed with institutions and companies to meet the needs and expectations of diverse audiences.
	463	Promote Erasmus Mundus master's degrees and international master's degrees with joint degrees and guest lecturers.
	464	Establish a specific program to incorporate prestigious professionals with practical experience into master's degrees, with sufficient funding.
	465	Improve the postgraduate management model to reduce bureaucratic burdens and streamline academic decisions.
	466	Offer the possibility of reserving a place on the most popular master's degrees when enrolling for a bachelor's degree.
	467	Coordinate the use of Valencian and English in master's programs based on criteria of rationality and specialization.
	468	Increase investment in the promotion and advertising of master's degree programs, especially prior to the start of the second phase of pre-enrollment.
	469	Provide staff or establish special and additional remuneration for PTGAS staff dedicated to managing master's degree programs.

Objective 2. Strengthen internationalization and attract talent

Commitments	Measures
Strengthen international, industrial, and high-quality doctoral programs	<p>470 Promote joint supervision and double doctoral degrees with European and intercontinental universities.</p>
	<p>471 Promote industrial doctorates and partnerships with external organizations and sectoral clusters.</p>
	<p>472 Promote inter-university programs and thematic networks for emerging lines of research.</p>
	<p>473 Strengthen the Doctoral School with criteria of efficiency and dynamism, and renew processes, cross-cutting offerings, and mobility programs.</p>
	<p>474 Simplify the management of doctoral programs, improve the computer application and procedures, to facilitate the participation of foreign faculty and students while reducing the workload of UV staff.</p>

Objective 3. Promote digitization and teaching quality

Commitments	Measures
Responsible digitization and hybrid teaching with clear standards	<p>475 Establish quality standards for hybrid and online teaching with guidelines for design, evaluation, and personalized attention.</p>
	<p>476 Update infrastructure and classrooms to ensure recording, interaction, and digital accessibility.</p>
	<p>477 Promote a cross-cutting educational AI program with guarantees, responsible use of generative AI, and critical thinking. Integrate access to supercomputing resources into scientific and technological undergraduate and master's degree teaching, taking advantage of the capacity of the UV-Tirant node.</p>
	<p>478 Coordinate the Educational Innovation Unit and the Audiovisual Workshop for technical and pedagogical support and training of teaching and research staff in digital skills.</p>
	<p>479 Conduct annual online quality audits and improvement plans for degrees.</p>
	<p>480 Streamline and simplify the enrollment processes for bachelor's, master's, and university-specific degrees.</p>

Commitments	Measures	
Useful quality, simplification, and institutional accreditation	481	Articulate an agreement for institutional accreditation (SISCAL) in UV centers, with a dedicated itinerary and technical support.
	482	Simplify the internal quality assurance system to make it more useful and less bureaucratic.
	483	Redesign surveys and <i>feedback</i> channels with student participation and rapid response from teaching tools.
	484	Promote international accreditations wherever they add value (AACSB, EUR-ACE, EURO-INF, WFME, etc.).

Objective 4. Renewing connections with the environment

Commitments	Measures	
Prioritize employability, internships, and links with the region	485	Increase the coverage and quality of curricular and extracurricular <i>internships</i> , especially those linked to our environment. Implement multi-helix internships in some programs.
	486	Generalize service learning in bachelor's and master's degrees, with projects that respond to real needs.
	487	Incorporate professionals and <i>alumni</i> into applied teaching and career mentoring.
	488	Create a <i>UV-Tracking system</i> for graduates to provide feedback on study plans and improve job placement.
Commitments	Measures	
Strengthen academic language policy and international outreach.	489	Create multilingual Valencian-Spanish-English <i>itineraries</i> with teaching recognition and incentives.
	490	Strengthen the services of the Language Center for international students and for teaching and research staff, administrative staff, and technical staff, focused on teaching and accreditation.



OPEN EXCELLENCE, SOCIAL IMPACT, AND TALENT FOR LEADING-EDGE R&D&I

Research is the essence of progress in a modern university and the driving force behind its teaching, its outreach, and its contribution to human development. It is also an indispensable tool for the University's social mission as a trainer of critical thinking and innovation. There is no university-level teaching without critical thinking and an introduction to research. A university that does not conduct research is nothing more than a school of arts and crafts.

The University of Valencia must reaffirm itself as **a leading institution in the generation of knowledge, promoting free, rigorous, and socially responsible basic and applied research** that responds to the great scientific and human challenges of our time. This project advocates an R&D&I policy that not only measures productivity in quantitative terms, but also focuses on **quality, continuity, scientific impact, and stable support** for research staff.

GENERAL OBJECTIVE

To consolidate a **solid, balanced, and competitive research and development ecosystem** at the University of Valencia, based on a stable structural funding model that guarantees freedom in basic research and promotes applied research and experimental development, **strengthening research structures**—university institutes, interdisciplinary research structures (ERIs), and departmental groups—as autonomous and complementary centers of excellence.

SPECIFIC OBJECTIVES

Objective 1. To renew the structural research funding model, a model that promotes basic research (I) and freedom of exploration (*blue sky science*), with adequate working conditions to consolidate our own lines of research and maintain international competitiveness. At the same time, applied research and experimental development (D) must advance through programs that promote interdisciplinarity, connections between areas, and the ability to respond to emerging problems in health, the environment, technology, social sciences, and digital humanities. This balance between scientific curiosity, social utility, and innovation is what distinguishes mature, forward-looking university R&D&I.

Objective 2. Promote research structures. University institutes, ERIs, and departmental research groups are an essential pillar of the University of Valencia. They represent spaces of excellence that concentrate knowledge, equipment, and top-level human capital. We must reinforce autonomy, address diversity, and recognize potential, making these structures the heart of the UV's research policy.

Objective 3. Strengthen project management and technical support services. The UV must offer working environments in which research structures have agile, professional, and digital administrative support, as well as a wide range of internationally cutting-edge scientific and technical services (*core facilities*).

Objective 4. Foster a culture of excellence, collaboration, and openness: a scientific community that combines freedom of basic research with a focus on results, that shares data and knowledge, that trains new generations of researchers with solid ethical and methodological values, capable of positioning itself strongly in the European Research Area.

Objective 5. Explore and exploit cooperative actions for the resolution of social problems. It is important to improve the visibility of UV research activity, enhance and multiply its impact by identifying synergies between groups that offer promising results for problems of social importance. We will propose to the Valencian Government the creation of a University Cooperation Office for the Resolution of Social Emergencies.

KEY MEASURES

- Define a single, transparent, and stable model for basic research funding and increase the dedicated budget.
- Increase the percentage of indirect costs returned to research structures.
- Improve the university's own research grant program.
- Grant management autonomy to institutes, with their own administrative and technical support units.
- Allocate at least 10% of the University's budget to research.
- Create new project management tools for teaching and research staff, which are entirely electronic, and reduce the administrative burden.

INDEX OF OBJECTIVES AND COMMITMENTS

Objective 1. Renew the structural research funding model

- Coordinate and increase baseline funding for research structures
- Balance basic and applied research funding

Objective 2. Promote research structures

- Promote coordination and strategic planning of R&D&I
- Strengthen university research institutes as the core of research excellence
- Consolidate and recognize ERIs
- Increase support for registered departmental research groups

Objective 3. Strengthen project management and technical support services

- Digitize and simplify scientific management
- Modernize scientific infrastructure and technical services

Objective 4. Foster a culture of excellence, collaboration, and openness

- Improve research careers and training
- Promote doctoral studies as the cornerstone of university R&D&I
- Strengthen internationalization and scientific cooperation
- Promote a culture of open, ethical, and responsible research

Objective 5. Explore and exploit cooperative actions to solve social problems

- Support the resolution of social problems with high-impact projects

With these commitments, the University of Valencia will consolidate a solid, cohesive, and high-level R&D&I system, supported by powerful research institutes, recognized and active ERIs, adequately funded research groups and departments, modern infrastructure, and agile and fully digitized management. In this way, the UV will position itself as a university capable of integrating basic and applied research, training scientific talent of excellence, and projecting knowledge that generates trust, prestige, and progress for Valencian and European society as a whole.

Objective 1. Renew the structural research funding model

Commitments	Measures	
Coordinate and increase the baseline funding of research structures	491	Review the different baseline funding sources (funding for general expenses, FIU) and coordinate them to define a single transparent and stable model , with specificities by area of knowledge.
	492	Increase the budget allocated to the new baseline research funding model.
	493	Increase the percentage of indirect costs returned to research structures under the new basic research funding model .
	494	Improve the university's own research grant program with single, simplified, and streamlined calls for proposals, with predictable and stable schedules coordinated with state calls for proposals.
	495	Ensure the continuity of strategic project staff in the event of a temporary gap between competitive calls for proposals.
	496	Strengthen university patronage and the attraction of specific research resources from foundations and private institutions, as well as associations and social agents.
	497	Promote collaboration with companies, institutions, and social agents by signing collaboration agreements with public and private institutions.
Commitments	Measures	
Balance basic and applied research funding.	498	Create a specific program for basic research, without immediate application, for high-risk projects or new lines of research, and incorporate a line of support for groups with ERC projects and other programs of excellence, such as the "Severo Ochoa" centers and "María de Maeztu" units.
	499	Consolidate a specific program to promote applied research focused on social and scientific challenges, coordinated with innovation and knowledge transfer policies.
	500	Encourage and value the exchange between basic science and experimental development, facilitating knowledge transfer and technology validation.
	501	Institutionally recognize methodological and epistemological diversity in all areas.

Objective 2. Promote research structures

Commitments	Measures	
Promote coordination and strategic planning of R&D&I	502	Improve direct and continuous communication between research groups, research institutes, ERIs, departments, and the vice-rectorate responsible for R&D&I, strengthening coordination, dialogue, and institutional proximity.
	503	Establish quarterly meetings between the rector and monthly meetings between the vice-rectors responsible for R&D&I and knowledge transfer and the directors of research institutes and ERIs.
	504	Draw up a Strategic Research Plan 2026-2032, with priority lines and infrastructures, clear objectives, and measurable indicators.
	505	Establish a system of institutional recognition for research structures that excel in good management practices, training, and scientific excellence.
	506	Define public, transparent, and accountable annual reports.
	507	Establish an evaluation of research results using DORA (<i>The Declaration on Research Assessment</i>) and CoARA (<i>Coalition for Advancing Research Assessment</i>) criteria, with repositories that facilitate the automated preparation of research reports.
	508	Review and update the research report scale. Include aspects such as participation in committees, awards, or media presence and dissemination in the assessment criteria. Ensure that the unique characteristics of areas such as the humanities, social sciences, law, and jurisprudence, etc., are also reflected.
	509	Increase the representation of research institutes in governing bodies, using the quota of members appointed by the Rector's Office when necessary.
Commitments	Measures	
Strengthen university research institutes as the core of research excellence.	510	Grant management autonomy to institutes, with their own administrative and technical support units, with staff responsible for the unit (administration or management), coordinated with the Institute Support Units but autonomous.
	511	Offer specialized training for technical and administrative staff in the units to increase international competitiveness and reduce the management workload of the institute's research staff.

	512	Review and increase the space available to research institutes so that it can be adapted flexibly and dynamically to actual needs based on active projects.
	513	Increase the participation of institutes in the new UV Strategic Plan 2027-2032, as highly relevant agents that contribute to the development and projection of the UV.
	514	Review and improve the framework regulations for institutes to develop the conditions and facilitate their ability to organize official master's degrees, doctoral programs, their own degrees, micro credentials, etc., among other aspects, with full capacity and autonomy for the organization of their degrees.
	515	Define and improve the framework for the relationship between the institutes and the departments to which their teaching staff are assigned.
	516	Create a delegation of the rector for the institutes to coordinate actions, generate and promote the "Institutes of the University" brand, and improve participation and communication channels with the Rector's Office.
	517	Enable institutes to propose the recognition of emeritus professors.
	518	Equate the positions in the institutes (director, deputy director, secretary) with those in the departments in terms of remuneration and reduction of teaching hours, by modifying the <i>Regulations on Academic Positions and Academic Management Responsibilities</i> .
Commitments	Measures	
Consolidate and recognize ERIs	519	Formally recognize ERIs as stable research units integrated into the Strategic Research Plan with their own voice.
	520	Create specific calls for grants and technical support for interdisciplinary projects that encourage the growth and greater integration of ERIs to facilitate their transformation into research institutes.
	521	Establish evaluation criteria that recognize cooperation between disciplines and the attraction of unique external resources.
Commitments	Measures	
Increase support for registered research groups.	522	Allocate at least 10% of the University's budget to research, double the 5% required by the LOSU.

	523	Refund a portion of indirect costs to finance the ordinary research expenses of research groups.
	524	Improve funding for emerging or growing groups with Principal Investigators (PIs) under the age of 35.

Objective 3. Strengthen project management and technical support services

Commitments	Measures
Digitize and simplify scientific management	525 Create new, fully electronic project management tools for teaching and research staff.
	526 Reduce the administrative burden on teaching and research staff by strengthening technical support and implementing AI tools applied to research management: project applications and justification, time commitment, expense management, staff recruitment, and procurement.
	527 Establish and disseminate clearer timetables and simple, uniform procedures for justifications and purchases.
	528 Strengthen and improve the coordination of the services and units responsible for the administrative management of projects in order to offer a comprehensive and highly specialized service.
Commitments	Measures
Modernize scientific infrastructure and technical services	529 Create a comprehensive map of commonly used equipment and services with digital access and a single reservation system.
	530 Create committees of users of shared equipment and services to promote participation and debate on how to make the best use of and develop these resources.
	531 Develop a coordinated and transparent policy for the use and allocation of research spaces.
	532 Establish a multi-year plan for the renovation, maintenance, and use of scientific and technical infrastructure that prioritizes critical equipment and provides for the creation or reinforcement of specialized, stable technical units with scientific support staff.
	533 Create a Central Support Unit for Experimental Research in Social Sciences and Humanities to provide scientific and technical services in this field.

	534	Strengthen and expand the Central Experimental Research Support Service (SCSIE) and the Central Medical Research Unit (UCIM) to improve the quality and diversity of services.
	535	Strengthen the Institute Support Units (USI) to improve stability, experience, and the specialization required in research management.
	536	Promote and improve the integration of the UV Science Park Foundation with the scientific activity and strategy of the UV.
	537	Promote joint management of equipment distributed across various spaces and institutes, with special attention to the institutes on the Burjassot-Paterna Campus.
	538	Create the Interdisciplinary Computing Hub . A physical and virtual unit that integrates computing with all faculties to solve complex problems, promoting radical collaboration between technologists, humanists, and social scientists to avoid knowledge silos.

Objective 4. Foster a culture of excellence, collaboration, and openness

Commitments	Measures	
Improving research careers and training	539	Establish career paths for predoctoral, postdoctoral, and technical research staff, with plans for progressive stabilization.
	540	Promote scientific mentoring for new generations of researchers.
	541	Enhance the R&D&I training program on project writing, data management, ethics, integrity, and open science through the Doctoral School.
	542	Ensure adequate teaching and curricular recognition of thesis supervision and training of young staff.
	543	Offer specific training for technical research support staff to ensure they have the advanced skills needed to operate, maintain, and innovate in highly complex scientific infrastructures.
	544	Promote specific grants for technical research support staff that take into account the specific needs of the services.

Commitments	Measures	
Promote doctoral studies as the cornerstone of university R&D&I.	545	Increase the number of pre-doctoral contracts with self-financing and external co-financing via sponsorship.
	546	Promote and finance the internationalization of doctoral training through joint supervision, stays at leading centers, and participation in summer or winter schools.
	547	Ensure a comprehensive, high-quality doctoral experience, with evaluation, monitoring, and mentoring.
	548	Strengthen the Doctoral School as a center for management, advice, support, coordination, and promotion of doctoral activity in the centers.
Commitments	Measures	
Strengthen internationalization and scientific cooperation.	549	Promote participation in international scientific networks and clusters and in Horizon Europe calls with comprehensive support services.
	550	Strengthen the research mobility grant program with a larger budget, better conditions, and permanently open calls for proposals.
	551	Establish new collaboration agreements with public bodies and research foundations in our area, including the Carlos III Health Institute, the CSIC, the Valencian Regional Government, the Provincial Council of Valencia, and private foundations linked to the UV.
	552	Promote the attraction of foreign research staff through incorporation grants and our own programs, to reinforce diversity and excellence in talent.
	553	Promote the internationalization of UV scientific culture by supporting global publication and dissemination.
Commitments	Measures	
Promote a culture of open, ethical, and responsible research.	554	Adopt a code of scientific integrity with training for teaching and research staff and administrative staff in responsible research practices.
	555	Deploying the open science policy: FAIR data and promoting institutional repositories and open publications, such as RODERIC and SOMNI, as key infrastructures for open science and heritage dissemination.

	556	Promote the CRAI library model : move towards the convergence of IT and research management services with libraries in a CRAI model, as an integrated space supporting teaching, learning, open research, and innovation.
	557	Evaluate scientific quality based on real merits , valuing integrity, qualitative impact, transferability, and reproducibility, beyond strictly bibliometric indicators.
	558	Create a system of ethical and sustainability indicators in university research.

Objective 5. Explore and exploit cooperative actions for the resolution of social problems

Commitments	Measures	
Provide support in solving social problems with high-impact projects	559	Promote cooperation and the identification of synergies between institutes, ERIs, and groups to increase the impact and quality of research.
	560	Propose to the Generalitat the creation of the Office of University Cooperation for the Resolution of Social Emergencies .



INNOVATION AND KNOWLEDGE TRANSFER OF KNOWLEDGE

A UNIVERSITY THAT TRANSFORMS KNOWLEDGE INTO PROGRESS

Innovation and knowledge transfer are essential strategic pillars for strengthening the role of the University of Valencia as a public institution serving society. In a context marked by complex global and growth challenges—environmental, technological, social, and economic—the university of the 21st century must act as an active agent within a collaborative ecosystem, capable of generating, sharing, and applying knowledge with real impact.

Building on its solid scientific, humanistic, and cultural tradition, the University of Valencia is poised **to move toward a more open, inclusive, and responsible model of innovation**, focused on social value and aligned with national and European guidelines on the valorization of knowledge. Innovation and transfer are not just about developing technology or generating economic activity, but also **about improving people's lives, strengthening social cohesion, and contributing effectively to the sustainable development of the region** through two-way relationships with companies, administrations, and social and cultural institutions.

GENERAL OBJECTIVE

To promote innovation and knowledge transfer as a strategic focus of the University of Valencia by **consolidating an integrated, inclusive, and transparent institutional model that improves the transfer** of research results to society, recognizes and encourages all forms of transfer in all disciplines, reduces inequalities and biases in evaluation, fosters co-creation with social, economic, and institutional agents, and position the University of Valencia as a key player in sustainable development, social innovation, and the European knowledge system.

SPECIFIC OBJECTIVES

Objective 1. Promote knowledge transfer and entrepreneurship. This objective aims to decisively strengthen the connection between the University of Valencia and its socioeconomic environment by establishing strategic alliances with companies, public administrations, and social agents in key sectors such as health, clean energy, artificial intelligence, digital humanities, and the knowledge economy. Demonstration projects with a real impact on the Valencian region will be promoted, as will the revitalization of joint university-society advisory councils and the strengthening of UV Chairs as a stable instrument of collaboration. At the same time, an entrepreneurial culture will be consolidated through the rollout of the "UV Emprende 2.0" program, support for the creation and consolidation of university *start-ups* and *spin-offs*, the promotion of high-impact idea competitions, and the reactivation of research results that have not yet been transferred, encouraging the joint participation of teaching and research staff, technical staff, and students.

Objective 2. Strengthen the dissemination of results and their sustainable and responsible application. This objective aims to bring science and innovation closer to

the public, reinforcing the social function of the university through open scientific dissemination activities, such as festivals, themed weeks, educational programs for local centers, scientific volunteering initiatives, and the production of audiovisual content that highlights high-impact research projects. At the same time, knowledge transfer will be explicitly linked to a model of responsible innovation, incorporating ethical and inclusive criteria in line with the Sustainable Development Goals (SDGs, Agenda 2030).

Objective 3. Simplify and streamline transfer processes. This objective focuses on eliminating administrative barriers and modernizing the procedures associated with knowledge transfer through the digitization and simplification of management, especially in the processing of contracts regulated by Article 60 of the LOSU and in the hiring of personnel for innovation projects. Likewise, comprehensive advice for the creation of companies will be reinforced through the creation of a single office and the development of accelerated programs.

KEY MEASURES

- Promote demonstration projects in the Valencian region with real impact, with the collaboration of the business community, making use, among others, of the Office of University Cooperation for the Resolution of Social Emergencies.
- Substantially streamline the processing of contracts entered into under Article 60 of the LOSU, with special attention to orders for less than €15,000 and related payments.
- Streamline the hiring of personnel for the development of innovation and transfer projects.
- Create a single office to provide comprehensive advice on the creation of companies, whether these are promoted by the PDI, PTGAS, or the student body.

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Objective 1. Promote knowledge transfer and entrepreneurship

- Strengthen collaboration with companies, institutions, and social agents
- Strengthen the entrepreneurial culture of the university community

Objective 2. Strengthen the dissemination of results and their sustainable and responsible application

- Bring innovation and science closer to society
- Link innovation to a model of sustainability and social responsibility

Objective 3. Simplify and streamline transfer processes

- Digitize and simplify the management of knowledge transfer
- Strengthen and coordinate comprehensive advice for business creation

In short, this strategic axis is committed to a model of innovation and transfer that is people-centered and oriented toward public value, reinforcing the role of the University of Valencia as an active agent of social, economic, and territorial development. An open university, rooted in its environment and aligned with Europe, that accompanies local agents, participates in major collective challenges, and transforms knowledge into progress, well-being, and social cohesion.

Objective 1. Promote knowledge transfer and entrepreneurship

Commitments	Measures	
Strengthen collaboration with companies, institutions, and social agents	561	Fully align the policies of the UV and its instrumental entities, primarily the Science Park and other foundations.
	562	Establish new strategic alliances with key sectors, such as health, clean energy, AI, digital humanities, and the knowledge economy.
	563	Sign cooperation agreements with state, regional, and local public administrations for social innovation projects.
	564	Promote demonstration projects in the Valencian region with real impact, with the collaboration of the business community, making use, among others, of the Office of University Cooperation for the Resolution of Social Emergencies.
	565	Revitalize the joint advisory councils between the University of Valencia and society.
	566	Promote UV Chairs as a tool for collaboration between academia and business.
	567	Train "science ambassadors" to visit companies and offer them solutions developed at the UV, preferably adapted to SMEs, with a proactive attitude.
	568	Invite R&D representatives from relevant companies to participate in presentations at research institutes and UV centers to create links and identify potential synergies.
	569	Avoid the system favoring only economic or technological models. The proposed model identifies three basic criteria for considering an activity as transfer: 1. Clear connection with research and its results; 2. Significant interaction with non-academic actors; 3. Contribution of contextualized social value.
	570	Redesign the catalog of scientific and technical results and capabilities to facilitate search and adaptation to the different social and business profiles it targets.
Commitments	Measures	
Strengthening the entrepreneurial culture of the university community	571	Create a "UVEmpren 2.0" program with specific itineraries for teaching and research staff and students, that coordinates, seeks synergies, and gives new impetus to existing programs.

	572	Call for grants <i>for start-ups</i> and promote an AI Spin-offs Vertical. Priority will be given to UV niches of excellence such as Health, Administration, Law, and Sociology, taking advantage of the IAtec-UV incubator to transform academic models into market solutions.
	573	Professionalize the attraction of technological capital. Establish an investor program in the Science Park to connect "investment-ready" AI projects with specialized capital, reducing administrative friction and overcoming the "Valley of Death" of transfer.
	574	Strengthen service-learning and open innovation programs.
	575	Promote high-impact idea competitions to solve real challenges facing the UV and the region.
	576	Reactivate patented research results that have not been transferred through entrepreneurial initiatives and academic projects with student-faculty collaboration.
	577	Create the UV's own six-year transfer period to recognize the innovation work of faculty with specific incentives in the absence of state recognition.
	578	Recognize transfer activities in relation to the dedication of teaching and research staff, enabling a reduction in teaching hours based on their relevance and uniqueness.

Objective 2. Strengthen the dissemination of results and their sustainable and responsible application.

Commitments	Measures	
Bring innovation and science closer to society.	579	Grow scientific dissemination with festivals, themed weeks, activities for municipalities, and social organizations.
	580	Establish a "Research with you" program to facilitate scientific volunteering.
	581	Create audiovisual series to publicize high-impact research projects and results.
	582	Develop workshops and programs for educational centers in the region.
	583	Launch the "UV-IA Datathon." An open innovation competition where students and <i>start-ups</i> solve real challenges in the Valencia region using open data, serving as a showcase of talent for companies.

	584	Create the Open Data Portal for Innovation. Strategic opening of anonymized institutional <i>datasets</i> (management, consumption, mobility) so that the university community can develop AI solutions that improve the UV's own efficiency, turning the university into a living laboratory (<i>Living Lab</i>).
Commitments	Measures	
Link innovation to a model of sustainability and social responsibility	585	Incorporate responsible innovation criteria: ethical, inclusive, and aligned with the SDGs.
	586	Develop a portfolio of innovation and social impact transfer projects in collaboration with third sector entities and encourage the participation of the entire university community.
	587	Support innovation in applied sustainability on our campuses.
	588	Develop our own social impact seal that values non-monetary transfer to NGOs and educational and cultural entities in internal competitions.
	589	Publish regular innovation and transfer reports with clear and transparent indicators.

Objective 3. Simplify and streamline transfer processes

Commitments	Measures	
Digitize and simplify knowledge transfer management	590	Substantially streamline the processing of contracts entered into under Article 60 of the LOSU, with special attention to orders for amounts less than €15,000 and related payments.
	591	Simplify the hiring of personnel for the development of innovation and transfer projects.
	592	Enable a system for signing and tracking and accessible electronic contract signing and tracking system for contracting companies contracting companies.
Commitments	Measures	
Strengthen and coordinate comprehensive advice for business creation	593	Create a single office for comprehensive advice on business creation, whether driven by the PDI, PI, PTGAS, or students.
	594	Have an accelerated business creation program to assist in the development of business plans, the negotiation of industrial and intellectual property rights, and other aspects within a maximum period of one month.



A GLOBAL, SOLIDARITY-BASED AND WORLD-OPEN UV

The University of Valencia is, by history and vocation, a university that is decidedly open to the world. Its internationalization is not an optional extra, but part of its DNA as a public institution that generates knowledge, shapes citizenship, and cooperates with other peoples and cultures. It must be a value shared by the entire university community, not restricted to those who travel or participate in European programs, but integrated into curricula, teaching languages, research, and management.

The University of Valencia must move towards comprehensive and coherent internationalization, based on multilingual and intercultural education, the development of double degrees, joint programs, and international pathways at all levels of education. This process requires strengthening the active presence of the UV in the European Higher Education Area, the European Research Area, the Ibero-American Knowledge Area, and the Asia-Pacific region, through more strategic participation in university networks and international scientific consortia of excellence.

At the same time, internationalization must incorporate a clear dimension of cooperation, solidarity, and global justice, transcending academic mobility to consolidate stable projects in the Global South and promote research committed to human rights and sustainability.

GENERAL OBJECTIVE

To promote a **comprehensive internationalization strategy** that permeates all dimensions of university life: teaching, research, management, and campus life; and that makes the UV a **European and Mediterranean benchmark for academic, scientific, cultural, and cooperative outreach**.

SPECIFIC OBJECTIVES

Objective 1. Integrate internationalization into the curriculum, research, and management. This objective aims to make the international dimension a structural and cross-cutting focus of the University of Valencia, integrated in a coherent manner into teaching, research, and management processes. This involves incorporating global and intercultural perspectives into study plans, strengthening participation in international research projects and networks, and adapting the organization and administrative procedures to a global university environment. In this way, internationalization contributes directly to improving institutional quality and aligning with the standards of the European Higher Education Area and the European Research Area.

Objective 2. Increase quality mobility and international joint degrees and attract and retain international talent. This objective focuses on consolidating accessible, inclusive international mobility with high academic and educational value for students, teaching and research staff, and administrative and support staff. At the same time, it promotes the development of double degrees and joint programs with prestigious partner universities as a key instrument for consolidating stable strategic alliances. Attracting and retaining international talent is seen as essential for strengthening academic excellence, research capacity, and cultural diversity within the university community.

Objective 3. Increase commitment to university cooperation for development. Internationalization incorporates an ethical and social dimension that takes the form of strengthening university cooperation for development. This objective is committed to a solid and cross-cutting institutional policy, oriented towards global justice, human rights, and the Sustainable Development Goals. Through teaching, research, and knowledge transfer projects in collaboration with institutions in the Global South, the University of Valencia contributes to strengthening local capacities and forming a critical, responsible university community committed to global challenges.

Objective 4. Strengthen institutional multilingualism and offer additional support for the internationalization of research. This objective combines a decisive push for institutional multilingualism—Valencian, Spanish, and English—with specific measures to increase the international reach of research. It includes support for participation in competitive European and international programs, the promotion of international doctorates and joint supervision, and the strengthening of staff's linguistic and intercultural skills. Multilingualism is thus configured as a strategic tool to facilitate international teaching, improve scientific visibility, and strengthen the ability to attract research talent.

Objective 5. Improve international positioning, strengthen the UV brand, and simplify management. This objective integrates improving the positioning of the University of Valencia in international rankings with strengthening its institutional brand and modernizing the management of internationalization. Rankings are understood as instruments of visibility and reputation based on objective indicators of teaching quality, scientific impact, and international projection. At the same time, more efficient and service-oriented management of internationalization procedures is promoted, with simplified processes and clear monitoring and evaluation mechanisms.

KEY MEASURES

- Increase the number of double degrees and joint programs with European and Latin American universities.
- Encourage the presence of foreign students in our master's programs.
- Call for a reduction in public fees for foreign students.
- Implement the UV Mobility+ Program with comprehensive support for Erasmus, SICUE, and international mobility.
- Create an International Projects Unit on each campus to support those responsible for projects.
- Create a UV Internationalization Committee, with representatives from faculties, departments, institutes, and ERIs.

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Objective 1. Integrate internationalization into the curriculum, research, and management

- Integrate internationalization into university life
- Promote multilingual and international education

Objective 2. Increase mobility and attract and retain international talent

- Prioritize accessible, high-quality mobility
- Ensure the attraction and reception of international talent
- Encourage active participation in international networks and alliances

Objective 3. Increase commitment to university cooperation for development

- Promote training and awareness among the university community (students, teaching and research staff, and administrative staff) on issues of sustainable development and global inequalities.
- Strengthen strategic alliances with international networks and NGDOs to improve the real impact of university actions.
- Integrate cooperation and development education content into curricula and curricular activities.

Objective 4. Strengthen institutional multilingualism and provide additional support for the internationalization of research

- Strengthen the internationalization of R&D&I
- Improve the international capabilities of the PTGAS and the PDI

Objective 5. Improve international positioning, strengthen the UV brand, and simplify management

- Strengthen communication and international outreach
- Promote the digitization and simplification of international management
- Ensure equality and sustainability in international management
- Improve the governance of UV's international policy

The proposed internationalization and cooperation agenda will consolidate the University of Valencia as a global, open, and supportive university with a recognized presence in Europe, the Mediterranean, Asia, and America. An **institution capable of projecting its language, culture, and research internationally**, attracting and retaining talent, and cooperating with other societies to build shared and relevant knowledge.

The **University of Valencia of the future** will be an **institution that inspires confidence on an international scale**, generates lasting and strategic alliances, and makes cooperation, inclusion, and openness to the world essential elements of its identity as a Valencian, Spanish, European, and globally-oriented public university.

Objective 1. Integrate internationalization into the curriculum, research, and management

Commitments	Measures	
Integrate internationalization into university life	595	Develop a UV Global Strategic Plan 2026-2032, with measurable objectives for teaching, research, management, and culture.
	596	Establish a cross-cutting internationalization commission, with representation from all sectors and levels of the UV.
	597	Implement an annual international impact assessment with indicators for mobility, projects, publications, and visibility.
Commitments	Measures	
Promote multilingual and international education	598	Increase the number of double degrees and joint programs with European and Latin American universities.
	599	Develop a multilingual UV plan that increases teaching in Valencian and English with incentives and recognition in the POD.
	600	Incorporate international modules into bachelor's and master's degrees with subjects in English or international co-teaching.
	601	Promote the certification of language skills for teaching and research staff and students, with specific training support.
	602	Encourage the presence of foreign students in our master's degrees.

Objective 2. Increase mobility and attract and retain international talent

Commitments	Measures	
Prioritize accessible, high-quality mobility	603	Implement the UV Mobility+ Program with comprehensive support for Erasmus, SICUE, and international mobility.
	604	Create a plan for complementary UV grants to ensure equal access, especially for vulnerable groups.

	605	Improve short-term mobility, with stays of 1 to 4 weeks with academic and professional recognition.
	606	Establish a single digital platform for the management of mobility, scholarships, and validations.
Commitments	Measures	
Ensuring the attraction and reception of international talent	607	Create the UV Welcome Hub Office as a single point of contact for students, teaching and research staff, foreign researchers, and PTGAS.
	608	Create the Fast-Track Office: assistance with approval, validation, and recognition processes for degrees, visas, and residency, with specific advice.
	609	Create a UV International Talent Scholarship Plan for master's and doctoral students with high academic performance.
	610	Improve intercultural mentoring and integration activities on campus.
Commitments		
Encourage active participation in international networks and alliances.	611	Strengthen participation in FORTHEM and other European alliances, with our own coordination team.
	612	Promote Mediterranean and Ibero-American networks for joint teaching and scientific projects.
	613	Develop the UV Global Events agenda with annual conferences on internationalization and university cooperation.
	614	Grant institutional recognition to centers and groups with greater international projection.

Objective 3. Increase commitment to university cooperation for development

Commitments	Measures	
Strengthen university cooperation for development	615	Strengthen the UV's cooperation and solidarity area as a structural unit, with the capacity to promote international cooperation programs, humanitarian action, human rights, and alliances with social entities and ethical banking institutions rooted in the territory.
	616	Promote annual UV calls for cooperation and solidarity projects for teaching and research staff, the PTGAS, and students, prioritizing initiatives to support and rebuild university systems in conflict contexts, such as Palestine and Ukraine.

	617	Expand and consolidate the UV's solidarity scholarship programs, reinforcing refugee scholarships and creating opportunities for internships and solidarity mobility in the Global South to ensure the educational continuity of students at risk.
	618	Integrate human rights, SDGs, and the values of the social and responsible economy across the board in UV studies and projects, promoting agreements with ethical and local banking institutions.

Objective 4. Strengthen institutional multilingualism and provide additional support for the internationalization of research

Commitments	Measures
Strengthen the internationalization of R&D&I	619 Strengthen the European projects section of the Transfer and Innovation Service and increase coordination with the International Relations and Cooperation Service to ensure comprehensive expert advice for Horizon Europe and the European Research Council (ERC).
	620 Create an International Projects Unit on each campus to support those responsible for projects.
	621 Increase financial and technical support for the submission of European proposals, including management staff.
	622 Promote joint supervision and international doctorates through the UV Doctoral School.
	623 Award prizes and recognition to teams with international scientific impact.
Commitments	Measures
Improve the international capabilities of the PTGAS and the PDI	624 Design a training plan in global skills such as languages, interculturality, and international management, including language accreditation: direct financial incentives and reductions in teaching load for teachers who obtain accreditation and begin teaching in English (EMI).
	625 Promote the development of short stays for PTGAS and PDI at partner universities, with institutional recognition.
	626 Develop an expanded <i>Erasmus Staff Training</i> program that is recognized in professional careers.

	627	Implement the recognition of international volunteering and cooperation as merit in promotion.
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Objective 5. Improve international positioning, strengthen the UV brand, and simplify management.

Commitments	Measures	
Strengthen communication and international outreach	628	Return to fifth place, or at least the top 10, in the CYD university ranking for internationalization.
	629	Promote the UV Global brand with materials in three languages and an international audiovisual strategy.
	630	Design an international UV web portal with integrated and simplified information for external audiences.
	631	Ensure coordinated presence at international education and research fairs and forums.
	632	Create a plan for institutional relations with embassies, multilateral organizations, and alumni networks.
Commitments	Measures	
Promote the digitization and simplification of international management.	633	Implement a single electronic management system for international agreements and mobility.
	634	Develop internationalization data dashboards for strategic decision-making.
	635	Automate Erasmus+ procedures and academic approvals.
	636	Integrate linguistic AI for translations and multilingual management in the administrative sphere.
Commitments	Measures	
Ensure equality and sustainability in international management.	637	Design a UV Protocol for equality and international security for stays and agreements.
	638	Promote sustainable and green mobility with carbon footprint compensation.
	639	Promote balanced participation of men and women in mobility and project leadership.
	640	Add a human rights and inclusion approach to all cooperation and internationalization activities.

Commitments	Measures
Improve the governance of UV international policy.	<p>641 Ensure coordination between internationalization, cooperation, and European project units and services, for example, by organizing them under a single vice-rectorate.</p>
	<p>642 Create a UV Internationalization Committee, with representatives from faculties, departments, institutes, and ERIs.</p>
	<p>643 Present an annual public report on internationalization and cooperation with data and indicators.</p>
	<p>644 Design a six-year plan (2026-2032) with an interim review to evaluate results and reorient priorities.</p>



EMPLOYMENT AND ENTREPRENEURSHIP

COMPREHENSIVE TALENT DEVELOPMENT: EMPLOYMENT, INTERNSHIPS, AND ENTREPRENEURSHIP FOR THE FUTURE

The University of Valencia is approaching the coming years with the desire to strengthen its role as a key public institution in social, economic, and territorial development. In a context marked by digital transformation, rapid changes in the labor market, and the need for greater social cohesion, it is essential to place **comprehensive talent development at the center of university policies, coherently connecting academic training with employment, external internships, and entrepreneurship.**

This program proposes an **integrated and strategic vision** that conceives students as protagonists **of continuous educational and professional pathways**, from entering university to entering the labor market or creating their own projects. The alignment of employment, internship, and entrepreneurship policies, together with the intensive use of data, the digitization of processes, and a clear territorial and inclusive orientation, allows us to move towards a **university model that is more connected to society and has a real capacity to anticipate the challenges of the future.**

GENERAL OBJECTIVE

The general objective of the program is **to build a comprehensive and coherent model for talent development** at the University of Valencia that strengthens student employability, improves the quality and impact of external internships, and consolidates a stable and professionalized entrepreneurial ecosystem, with the aim of generating **real, inclusive, and sustainable opportunities** throughout the academic and professional career.

SPECIFIC OBJECTIVES

Objective 1. Consolidation of a modern and cross-cutting employment system. This objective seeks to integrate employability as a cross-cutting skill throughout the entire academic career, strengthening the connection between students, graduates, companies, and institutions. The proposed system is based on advanced digital tools and the intelligent use of data to match profiles and labor market needs and consolidates UVocació as a central platform for labor market integration. It also strengthens relationships with the productive sector, professional associations, and employers, with a specific focus on inclusion and the internationalization of skills.

Objective 2. Digital and territorially cohesive transformation of external practices. This objective proposes an evolution of the external practice system towards a more efficient, digitized, and socially responsible model that reduces the administrative burden and improves the quality of the training experience. Internships are conceived as a key instrument for connecting with the territory, with special attention to rural areas and the third sector, and promote social and territorial cohesion. The model incorporates micro-credentials in strategic areas, inclusive programs, and support

and mentoring mechanisms, and reinforces the role of internships as a real bridge to the professional world.

Objective 3. Creation of a stable, accessible, and professionalized entrepreneurial ecosystem. This objective aims to consolidate a public and sustainable entrepreneurial model, accessible from all centers of the University of Valencia, which guarantees equal opportunities and continuous support for entrepreneurial initiatives. The development of the Pre-incubator Network, the strengthening of UVemprén, and the implementation of a comprehensive data and monitoring system make it possible to structure clear training itineraries, professionalize services, and accompany projects from the initial idea to their consolidation. The ultimate goal is to generate innovative projects with real impact, rooted in the territory and aligned with the University's public mission.

KEY MEASURES

- Create an AI-supported job bank to facilitate *matching* between student profiles and job offers.
- Real-time availability of job offers for each center aimed at graduates, so that specific information for each center appears on the website of each faculty or research institute.
- Promote UV micro-credentials in strategic areas for job placement: digital skills, sustainability, project management, languages.
- Strengthen internship programs.
- Reinforce the institutional program School of Entrepreneurship of the Pre-incubator Network as an official continuing education offering of the UV.
- Create *hubs* by area of knowledge (Health, STEM, Humanities, Social Sciences) to bring together mentors and resources.

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Objective 1. Consolidation of a modern and cross-cutting employment system

- Integrate employability as a cross-cutting theme
- Improve student employability
- Ensure smart connection with the labor market

Objective 2. Digitally and territorially cohesive transformation of external placements

- Promote curricular and extracurricular internships
- Strengthen internships for social and territorial cohesion

Objective 3. Creation of a stable, accessible, and professionalized entrepreneurial ecosystem

- Consolidate the Center's Pre-incubator Network
- Strengthen the institutional Entrepreneurship School program
- Promote a comprehensive monitoring and information system
- Expand the Business Guidance Program and pre-incubation services
- Transform UVemprén into the University of Valencia's entrepreneurship service

The proposed program represents a qualitative leap in the way the University of Valencia's mission is understood, with a vision aimed not only at responding to current needs, but also at anticipating future challenges through a more modern, connected, and socially committed model. The objectives set out shape a university that is committed to quality, digital transformation, inclusion, and regional development, and that **supports students by connecting them with their professional future from day one**.

Objective 1. Consolidation of a modern and cross-cutting employment system

Commitments	Measures	
Integrate employability as a cross-cutting theme	645	Consolidate the UV's reputation and prestige as a benchmark in the training of highly qualified professionals with an active promotion strategy for the UV among organizations, associations, and entities.
	646	Promote the matching of job supply and demand through faculty employment forums.
	647	Promote and strengthen collaborative relationships between the UV and professional associations.
	648	Promote the organization of seminars, conferences, and talks on career guidance and job opportunities in the final years of bachelor's and master's degrees, with the participation of companies, institutions, and professional associations.
	649	Identify professionals with successful careers who are graduates of the UV to incorporate them into the promotion of the UV brand.
Commitments	Measures	
Improve student employability	650	Ensure that students acquire the necessary knowledge and skills, appropriate to the needs demanded by companies and employers.
	651	Actively working to improve the employability of people with disabilities to facilitate their inclusive access to the labor market inclusive manner.
	652	Particularly strengthen skills in digital transformation and internationalization.
	653	Develop a skills map by qualification and actively make it available to employers.
Commitments	Measures	
Ensure smart connection with the labor market	654	Create an AI-supported job bank to facilitate matching between student profiles and job offers.
	655	Develop a dynamic system with real-time information on labor supply and demand.
	656	Strengthen UVocupació as a central platform for job placement, connecting students, graduates, companies, and institutions.

	657	Real-time availability of job offers for each center aimed at its graduates, so that specific information for each center appears on the website of each faculty or research institute.
	658	Facilitate agile and useful communication between the agents involved.

Objective 2. Digitally and territorially cohesive transformation of external internships

Commitments	Measures	
Promote curricular and extracurricular practices	659	Automate internship management processes, reducing the administrative burden for students, faculty, and collaborating entities.
	660	Promote UV micro credentials in strategic areas for job placement: digital skills, sustainability, project management, languages.
	661	Strengthen the external internship program to improve identification and relationships with host companies and entities.
	662	Increase the visibility and use of UVocupació among students as a key tool for both employability and the search for external internships.
Commitments	Measures	
Strengthen internships for social and territorial cohesion	663	Strengthen internship programs linked to the territory, with special attention to rural areas as a potential niche for employment.
	664	Design an inclusive internship program that takes into account the functional, cultural, socioeconomic, and territorial diversity of the student body.
	665	Create a stable network of collaboration with local councils and rural entities to identify needs and generate quality internship positions.
	666	Promote internships in third sector organizations (associations, NGOs, cooperatives) as a way to increase the social impact of the university.

	667	Promote and formalize the ApS (service-learning) modality in third sector entities.
	668	Establish a mentoring system for students with specific needs or in vulnerable situations who are doing external internships.

Objective 3. Creation of a stable, accessible, and professionalized entrepreneurship ecosystem

Commitments	Measures	
Consolidate the Center's Pre-incubator Network	669	Ensure that all centers have consistent and stable entrepreneurship services.
	670	Create <i>hubs</i> by area of knowledge (Health, STEM, Humanities, Social Sciences) to bring together mentors and resources.
	671	Promote a common portfolio of services implemented in all centers.
	672	Create specific entrepreneurship training programs in all centers in the network.
Commitments	Measures	
Strengthen the institutional program School of Entrepreneurship	673	Strengthen the institutional Entrepreneurship School program of the Pre-incubator Network as an official continuing education offering of the University of Valencia.
	674	Unify, professionalize, and expand entrepreneurship training.
	675	Implement the training program with three levels.
	676	Increase the percentage of students trained and certificates issued.
	677	Increase scholarships to guarantee free or affordable access to the program.
	678	Create European mobility programs for entrepreneurs within the Entrepreneurship School's offerings.

Commitments	Measures	
Promote a comprehensive monitoring and information system.	679	Establish a single register of entrepreneurship initiatives and data.
	680	Create an operational institutional platform within a maximum of two academic years that allows for the registration of programs, students, and projects.
	681	Publish the institutional results report annually.
	682	Promote the completion of final degree projects and master's theses in entrepreneurial projects in collaboration with the different degree programs.
Commitments	Measures	
Expand the Business Guidance Program and pre-incubation services.	683	Offer cross-disciplinary and specialized support for ideas and start-ups and increase the number of mentored projects.
	684	Promote and strengthen pre-incubators as emblematic spaces for student entrepreneurship on all campuses.
	685	Commit to the maintenance and growth of the Center for Digital Technology and Management (CDTM).
	686	Encourage the sustained growth of companies created by students (≥ 5 /year).
Commitments	Measures	
Transform UVemprén into an entrepreneurship service at the University of Valencia	687	Stabilize and promote the UVemprén technical team and pre-incubators with specialized technical profiles and an annual training plan.
	688	Increase the visibility and use of UVemprén from the first years of study through information and training activities.
	689	Establish incentives for teaching and research staff who generate and manage a business initiative.



CONTINUING EDUCATION AND TEACHING TRANSFORMATION

TRAIN, INNOVATE AND DESIGN, A UNIVERSITY DESIGNED FOR COMPREHENSIVE DEVELOPMENT

The University of Valencia faces the challenges of the 21st-century university with the desire to **strengthen its commitment to teaching quality, pedagogical innovation, and the comprehensive development** of the university community. This program proposes a profound transformation of teaching and lifelong learning as strategic pillars for consolidating a modern, accessible, and socially responsible university capable of responding effectively to the changing needs of students, teaching and research staff, and administrative and service staff.

With an integrated vision, the proposal articulates teaching transformation and lifelong learning as drivers of continuous improvement, promoting **flexible methodologies, the digitization of educational processes, and the constant updating of professional skills**. At the same time, it is committed to a university that is open to society, connected to the productive fabric and aligned with European standards, which understands **teaching and lifelong learning** as key instruments for **knowledge transfer, social innovation, and international projection**.

GENERAL OBJECTIVE

The general objective is **to consolidate the University of Valencia as a leading institution in teaching innovation and lifelong learning** by modernizing teaching methodologies, decisively promoting digital transformation, and strengthening a flexible, recognized continuing education offering that is connected to social, professional, and European needs, placing faculty, students, and PTGAS at the center of a high-quality, inclusive educational project with a vocation for academic and social leadership.

SPECIFIC OBJECTIVES

Objective 1. Transform teaching to consolidate an innovative, flexible, and high-quality educational model aimed at strengthening the skills of teachers and students through the modernization of teaching methodologies, the systematic integration of digitization, and the responsible use of emerging technologies such as artificial intelligence and virtual reality. This objective includes strengthening teaching support services, especially the Continuing Education and Educational Innovation Service (SFPIE), as well as institutional recognition of teaching innovation as a fundamental pillar in the evaluation and promotion of teaching and research staff.

Objective 2. Consolidate lifelong learning. This objective aims to consolidate the University of Valencia as a benchmark in lifelong learning by expanding and diversifying a flexible, recognized continuing education offering that is aligned with the needs of the labor market and the social and economic fabric. This objective aims to promote the university's own degrees, continuing education programs, and micro credentials, strengthen collaboration with companies, professional associations, and

international institutions, and streamline the design and approval processes for training proposals. At the same time, it incorporates European standards such as the European Learning Model (ELM) and the Europass system to ensure the recognition and portability of acquired skills, reinforcing the international dimension and the role of continuing education as a strategic means of knowledge transfer and social commitment.

KEY MEASURES

- Increase funding for emerging and established educational innovation projects.
- Decentralize the SFPIE's offerings by bringing teaching closer to the centers and different campuses.
- Encourage the participation of companies, associations, and professional groups in the various continuing education and training programs through specific workshops and training sessions.
- Promote the creation of joint inter-university degrees with institutions in Europe and Latin America.

INDEX OF OBJECTIVES AND COMMITMENTS

Objective 1. Transform teaching

- Make a firm commitment to improving teaching
- Strengthen and bring the SFPIE closer to teaching staff and the PTGAS
- Increase the use of technology in university teaching

Objective 2. Consolidate lifelong learning

- Encourage continuing education for our graduates
- Promote lifelong learning as a means of transferring knowledge to society
- Increase the international profile of lifelong and continuing education

The combination of **pedagogical transformation, digitization, strengthening of the teaching staff, and expansion of lifelong learning opportunities** in line with European standards and social needs allows us to move towards a more flexible, inclusive, and socially impact-oriented university model. In this way, the UV is consolidating its position as a leading public university, capable of anticipating future challenges and contributing decisively to the academic, professional, and social development of its territory and its international environment.

Objective 1. Transform teaching

Commitments	Measures
A firm commitment to improving teaching	690 Optimize and develop tools that promote a culture of teaching transformation and innovation, adapting them to different teaching and research staff groups (<i>TALK-INN Teachers, IDEAS, and initiatives from the HUV_Inn Educational Innovation Laboratory</i>).
	691 Plan SFPPIE training in a more uniform and consistent manner, with programs and schedules that respond to a clear and unified strategy.
	692 Promote synchronous and asynchronous, hybrid, and face-to-face <i>online training</i> that facilitates work-life balance and active participation.
	693 Choose the <i>webinar</i> format when the type of training and the profile of the target audience are considered appropriate.
	694 Transform the <i>Educational Innovation Conferences</i> by extending their duration, incorporating companies and other teaching institutions, and encouraging participating teachers.
	695 Transform <i>UVdocència</i> into a useful and up-to-date portal that showcases all teaching innovation, integrates digital teaching platforms, and unifies processes such as <i>DOCENTIA</i> .
	696 Develop complementary programs to <i>FIPU</i> focused on other professional dimensions: university management, introduction to research, or specific training, thereby improving the incorporation of new teachers.
	697 Streamline the process for requesting on-demand training by keeping the call for applications open throughout the year.
	698 Promote the projection and dissemination of good practices in our teaching innovation by participating in inter-university initiatives in the Valencian Community, nationally, and internationally.
	699 Coordinate training activities aimed at teaching staff with the different services of the University of Valencia.
	700 Include sustainability and social responsibility in teacher training, maintaining a vision consistent with the University of Valencia's sustainability plan and strategic plan.
	701 Increase training in teaching methods and strategies in the co-official languages of the University of Valencia and in English.
	702 Increase funding for emerging and established educational innovation projects, and consolidated educational innovation projects.

Commitments	Measures	
Strengthen and bring the SFPIE closer to teachers and the PTGAS	703	Conduct periodic surveys to identify the training needs of PTGAS, PDI, and PI, as well as their interests in teaching, transfer, research, and management.
	704	Design an annual evaluation plan for the training process based on the collection of objective data and opinion surveys of PDI, PI, and PTGAS.
	705	Decentralize the SFPIE offering by bringing teaching closer to the centers and different campuses.
	706	Adapt the SFPIE offering to the requirements of the accreditation and teaching evaluation processes (DOCENTIA).
	707	Adapt PTGAS training to meet the needs of professional careers and training pathways of interest by area.
	708	Create a Commission of Experts in Technology, Innovation, and Teaching (CETID) to address the teaching and technological challenges we face now and in the future. The CETID will advise the SFPIE and take on specific tasks, such as issuing reports to prevent exam fraud or automating evaluation processes that do not require an expert in the field.
Commitments	Measures	
Increase the use of technology in university teaching	709	Develop a digital skills training system for faculty using a standardized certification model.
	710	Incorporate AI as an ally in teaching, both for faculty and students, ensuring access to and training in AI for the entire university community.
	711	Implement training in Virtual Reality and apply it in theoretical and practical teaching, with a plan to acquire 3D devices for teaching use.
	712	Promote teaching technology platforms to offer modern and attractive teaching and inform and train teachers on their usefulness.
	713	Promote the Interdisciplinary Center for Health Simulation (CESIS-UV) as a center of excellence in advanced training with simulation technologies.

Objective 2. Consolidate lifelong learning

Commitments	Measures	
Encourage continuing education for our graduates	714	Increase the range of continuing education degrees and programs.
	715	Encourage the participation of companies, associations, and professional groups in the various continuing education and training programs through specific training sessions and workshops.
	716	Design specific communication campaigns for continuing education and training courses.
	717	Obtain specific funding for the development of continuing education courses that allow for reduced tuition fees for students.
	718	Obtain a seal of quality for the Internal Quality Assurance System for the University's own degrees and continuing education programs.
Commitments	Measures	
Promote lifelong learning as a means of transferring knowledge to society.	719	Encourage the participation of teaching staff and PTGAS in lifelong and continuing education initiatives, both in design and delivery, as part of their professional training.
	720	Streamline the processes of designing, proposing, and approving continuing education proposals, especially for university micro credentials.
	721	Establish robust and efficient channels of communication and collaboration between continuing education management services, transfer and innovation services, and research management services.
	722	Increase the number of conferences and meetings between teaching and research staff, administrative staff, and companies, associations, and professional associations that facilitate the identification of the real training needs of our graduates.
	723	Promote teacher training in simulation systems for learning.
	724	Design training activities in close collaboration with companies and other institutions based on current social needs.
	725	Promote the organization of courses, workshops, and innovative training activities at the Interdisciplinary Center for Health Simulation (CESIS-UV).

Commitments	Measures	
Increase the international reach of continuing and lifelong education.	726	Apply for international grants to finance <i>lifelong learning</i> programs.
	727	Establish ELM (<i>European Learning Model</i>) digital certification through the <i>Europass</i> system as a dual certification standard for all continuing education and training qualifications at the University.
	728	Promote the creation of joint inter-university qualifications with institutions in Europe and Latin America.

THE UNIVERSITY OF VALENCIA IS SUSTAINABLE AND HEALTHY

PROGRESS AND WELL-BEING

The progress of the University of Valencia is only possible if it is built on the **well-being of people, respect for environmental limits, and the effective guarantee of equality and diversity**. In a context marked by the climate emergency, social transformations, and increasing inequalities, public universities must take on an exemplary role, integrating sustainability, health, and social justice as inseparable principles of their institutional model.

This axis understands sustainability as a comprehensive strategy that cuts across management, infrastructure, work organization, and everyday life on campus. The University of Valencia must consolidate its position as a **benchmark in the transition towards responsible, efficient, and resilient models, aligned with the 2030 Agenda, incorporating environmental, social, and good governance criteria into all university policies**. Campuses must be lively, accessible, and healthy spaces, designed to reduce their ecological footprint, promote sustainable mobility, and ensure safe and inclusive environments for the entire university community.

The **promotion of physical, mental, and emotional health and well-being** is another fundamental aspect of this area. The University of Valencia is committed to developing preventive and support policies that respond to the real needs of the university community, strengthening mental health, work-life balance, and psychosocial support services. Well-being is understood from a comprehensive perspective that includes the quality of working and studying conditions, time management, a culture of shared care, and the promotion of healthy lifestyles through **sports, physical activity, and social and cultural life on campus**.

In addition, the university must guarantee **environments free from discrimination based on gender, sexual orientation, gender identity, origin, age, functional diversity, or any other personal or social circumstance**. This involves integrating gender perspective, diversity, and universal accessibility into governance, personnel policies, teaching, research, and university services, as well as strengthening mechanisms for preventing, detecting, and responding to any form of violence or discrimination.

Finally, this axis incorporates **equality, diversity, sustainability, and well-being into the university governance model** through public indicators, open data, and evaluation systems that measure the real impact of institutional policies. University progress cannot be separated from the ability to ensure a fairer, healthier, and more sustainable university. The University of Valencia thus reaffirms its commitment to a collective project that puts people at the center and understands well-being, equality, and sustainability as essential conditions for building the future.



INFRASTRUCTURES, LIVELY AND SUSTAINABLE CAMPUSES

SUSTAINABLE, INNOVATIVE SPACES AT THE SERVICE OF UNIVERSITY LIFE AND SOCIETY

The University of Valencia, with its remarkable **urban and natural heritage** distributed across its various campuses, is facing a key moment to consolidate its academic, scientific, and social leadership in a context of profound global transformations. Technological acceleration, the internationalization of knowledge, and the digital and ecological transition require a **strategic response based on innovation, rigor, and the ability to anticipate change**.

Within this framework, the program proposes to place **infrastructure planning, environmental sustainability, and accessibility** at the heart of the university of the future, ensuring modern, flexible, and energy-efficient infrastructure in line with social and environmental responsibility commitments.

GENERAL OBJECTIVE

A **comprehensive modernization** is proposed **through a new Infrastructure Master Plan 2026-2032**, with realistic priorities and timelines. This includes both the construction and expansion of teaching and research buildings on different campuses and the completion of projects already underway, preventive maintenance, and the humanization of university spaces. At the same time, a green transformation is being promoted with the aim of reducing the UV's ecological footprint and achieving climate neutrality by 2035, with efficient resource management, the promotion of renewable energies, sustainable mobility, and the creation of green spaces and areas for social interaction. This vision integrates the concept of a "living campus," understood as an open, healthy, and cultural ecosystem that promotes coexistence, innovation, entrepreneurship, and interaction between the university and society.

SPECIFIC OBJECTIVES

Objective 1. Plan and modernize infrastructure. The comprehensive improvement of campuses requires strategic planning, sustained investment, security, universal accessibility, and efficient space management. Planning must include both the creation of new teaching spaces that have been identified as necessary and the completion of projects currently underway—which in many cases will involve moves and relocations that will generate the space needed for new initiatives—and, in general, the modernization and improvement of infrastructure maintenance.

Objective 2. Ensure open and flexible university spaces. We must promote open, modern, healthy, and adaptable teaching, research, and coexistence environments geared toward innovation, collaboration, and the growth of the university community. The concept of a "living campus" defines this vision: a campus that is not just a physical space, but a vital experience, a place where the university and the city engage in dialogue.

Objective 3. Promote sustainable campuses. This program proposes the progressive transformation of the UV with a sustainable campus model through ecological awareness, reduced energy consumption, a commitment to renewable energies, responsible mobility, and intelligent resource management. The UV campuses must be laboratories of sustainability, benchmarks for green urban planning, biodiversity, and coexistence, within the framework of strategic planning in this area.

Objective 4. Preserve and revitalize historical heritage and identity. Preserving our heritage, restoring it, and adapting it to the needs of the 21st century is a collective responsibility. The University of Valencia must preserve its memory while building its future based on criteria of efficiency, innovation, and respect for the environment. Integrating historical heritage into university life is a key element of institutional identity.

KEY MEASURES

- Conduct an analysis of all campuses to identify deficiencies and needs in order to define specific action plans integrated into a 2026-2032 Infrastructure Master Plan, taking into account the opinions of those who work on campus.
- Build new spaces on the different campuses to respond quickly to the needs already identified and the urgent need for redistribution.
- Implement a Multi-Year Preventive and Predictive Maintenance Plan using BIM technology.
- Professionalize maintenance with a centralized CMMS system.
- Maximize the potential of the *Tirant* supercomputer and reinforce the *Lluís Vives* and *Multivac* systems.
- Promote the construction of new residences on the Tarongers and Burjassot campuses.
- Install photovoltaic solar panels for self-consumption on all campuses.
- Sufficient operational charging points for electric or hybrid vehicles throughout the campus and the implementation of secure parking facilities for bicycles and scooters.
- Promote a catalog of UV architectural and artistic heritage, with priority restoration plans.

INDEX OF OBJECTIVES AND COMMITMENTS

Objective 1. Plan and modernize infrastructure

- Develop a Master Plan for Infrastructure 2026-2032
- Promote the construction of new necessary infrastructure
- Complete projects currently underway
- Modernize and improve infrastructure maintenance

Objective 2. Ensure open and flexible university spaces

- Flexible spaces for research and innovation
- Create the University Residential Network RESIDENCIAS

Objective 3. Promote sustainable campuses

- Ensure energy efficiency and sustainability in buildings
- Promote sustainable and safe mobility
- Promote responsible resource and waste management
- Green, healthy, and livable campuses

Objective 4. Preserve and revitalize historical heritage and identity

- Preserve historical heritage and identity
- Revitalize historical heritage and identity

With this program, **the campuses of the University of Valencia will be consolidated as lively and healthy spaces, living campuses**, where knowledge, culture, sports, and coexistence are integrated into the same ecosystem. Green areas, open spaces, and collaborative work areas will create accessible and welcoming environments, designed to provide the university community with spaces that promote creativity and well-being.

In short, the University of Valencia will bring to life a new way of understanding and inhabiting the university: an institution that cares for its spaces because it cares for its people, that preserves its heritage while building the future, and that places sustainability and community life at the center of its institutional identity.

Objective 1. Plan and modernize infrastructure

Commitments	Measures	
Draw up a Master Plan for Infrastructure 2026-2032	729	Conduct an analysis of all campuses to identify deficiencies and needs in order to define Infrastructure Master Plans for each Campus 2026-2032.
	730	Build new spaces on the different campuses to respond quickly to the needs already identified and the urgent need for redistribution.
	731	Prioritize investments based on criteria of opportunity, security, sustainability, and accessibility.
	732	Ensure the participation of schools and institutes in defining needs, as well as transparency in planning with annual public reports on implementation and monitoring.
Commitments	Measures	
Promote the construction and adaptation of new infrastructure.	733	Build a new classroom building on the Blasco Ibáñez Campus, on the grounds of the current sports campus, to meet the classroom needs of the Campus centers.
	734	Build a meeting room on the Tarongers Campus with sufficient capacity and facilities to host large-scale events.
	735	Build a new central administration and services building on the Tarongers Campus to reorganize and free up space and offer higher quality services to the campus community.
	736	Build the building and move the Faculty of Physical Activity and Sports Sciences (FCAFE) to the Tarongers Campus, a move that will generate opportunities on both campuses: at Tarongers, due to the improvement in sports facilities and services, and at Blasco Ibáñez, due to the freeing up of space that will meet other needs.
	737	Expand the Higher Technical School of Engineering with a new building to meet the needs of a growing center and incorporate additional services that will benefit the entire Burjassot Campus.
	738	Build a new building for Audiovisual Communication and Journalism studies on the Tarongers Campus, on the Serpis plot, to increase the quality of practical studies and collaboration with the Audiovisual Workshop.
	739	Build a new building for the high schools on the Tarongers Campus, promoting their interdisciplinary work and freeing up space in the centers.

	740	Renovate, adapt, and reorganize the available spaces in the Jeroni Muñoz Building on the Burjassot Campus.
	741	Create new teaching and research spaces for the Faculty of Physiotherapy.
	742	Create new teaching and research spaces for the Faculty of Nursing and Podiatry.
	743	Create new teaching and research spaces for the Faculty of Philosophy and Education Sciences.
	744	Create new teaching and research spaces for the Faculty of Geography and History.
	745	Create new teaching and research spaces for the Faculty of Psychology and Speech Therapy.
	746	Create new teaching and research spaces for the Faculty of Philology, Translation, and Communication.
	747	Create new teaching and research spaces for the Faculty of Medicine and Dentistry.
	748	Create new teaching and research spaces for the Faculty of Pharmacy and Food Sciences.
	749	Create new teaching and research spaces for the Faculty of Mathematical Sciences.
	750	Create new teaching and research spaces for the Faculty of Physics.
	751	Create new teaching and research spaces for the Faculty of Chemistry.
	752	Create new teaching and research spaces for the Faculty of Social Sciences.
	753	Create new teaching and research spaces for the Faculty of Teacher Training.
	754	Create new teaching and research spaces for the Faculty of Law.
	755	Create new teaching and research spaces for the Faculty of Economics.
	756	Create new teaching, research, and practical spaces for dentistry studies and the Department of Stomatology in the current classroom building 3 on the Blasco Ibáñez Campus.
Commitments	Measures	
Complete the projects currently underway.	757	Build Lecture Hall West 2, a project that stands out for its driving effect on the Tarongers Campus and for meeting medium- and long-term academic needs.
	758	Build the new Faculty of Biological Sciences building, a project that stands out for its impact on the research activity of research groups and institutes, the academic activity of the Faculty, and its driving effect on the Burjassot Campus.

	759	Build the buildings for the implementation of the Veterinary Degree at the Ontinyent Campus: departmental building, classroom building, and virtual hospital, a project of public and social interest with funding and collaboration from the Generalitat Valenciana, the Ontinyent City Council, and the Provincial Council.
	760	Construction of the veterinary hospital for the implementation of the Veterinary Degree at the Ontinyent Campus and the promotion of research and knowledge transfer in this area. Project of public and social interest with funding and collaboration from the Valencian Regional Government, Ontinyent City Council, and the Provincial Council.
	761	Replace the elevators in the north and south lecture halls on the Tarongers Campus.
	762	Replace the elevators in the Faculty of Pharmacy and Food Sciences on the Burjassot Campus.
	763	Replace the elevators in the Faculty of Philology, Translation, and Communication on the Blasco Ibáñez Campus.
	764	Improve social spaces and landscaping at the Blasco Ibáñez, Burjassot, and Tarongers campuses.
	765	Expand Building 1 of the Science Park to create new research and transfer spaces.
	766	Develop building unit 2 of the Science Park to enable medium- and long-term expansion.
	767	Renovate and reorganize the spaces in the Faculty of Psychology and Speech Therapy.
	768	Complete all other ongoing projects (in preparation, drafting, or execution) that are urgently needed.
Commitments	Measures	
Modernize and improve infrastructure maintenance.	769	Carry out periodic checks and inspections of subcontracted companies providing comprehensive maintenance services to ensure the quality of preventive and corrective actions.
	770	Implement a Multi-Year Preventive and Predictive Maintenance Plan using BIM technology, integrating digital models of the 107 UV buildings to manage structures, facilities, and services with greater precision, anticipate incidents, and optimize resources.
	771	Modernize teaching and research laboratories through digitized technical diagnostics and BIM models, ensuring optimal conditions for climate control, acoustics, biosafety, and ergonomics. Prioritize interventions according to criteria of risk, use, and obsolescence.

	772	Progressively adapt all laboratories to updated biosafety regulations, with intelligent environmental control systems, air monitoring, waste traceability, and certification of spaces under international safety standards.
	773	Professionalize maintenance with a centralized CMMS system that manages work orders, incident logs, action histories, and technical inventories to ensure a more agile, coordinated, and verifiable response across all campuses and buildings.
	774	Conduct regular safety, accessibility, and energy efficiency audits with advanced digital tools and inspections supported by drones, Yate sensors, and automatic reports to ensure continuous improvement of university spaces.

Objective 2. Ensure open and flexible university spaces

Commitments	Measures	
Flexible spaces for research and innovation	775	Modernize classrooms and laboratories to transform them into flexible, digitized environments.
	776	Maximize the potential of the <i>Tirant</i> supercomputer and strengthen the <i>Lluís Vives</i> and <i>Multivac</i> systems as strategic research support infrastructures, with the challenge of achieving a capacity and level of excellence comparable to those of the <i>Barcelona Supercomputing Center</i> (BSC). Ensure specialized maintenance and constant updating of accelerated computing nodes (GPUs) to guarantee competitiveness in AI projects.
	777	Enable infrastructures for research into emerging technologies, including emulated quantum computing and integration into initiatives such as Quantum Spain.
	778	Promote and improve the management of the <i>Interdisciplinary Center for Health Simulation</i> (CESIS-UV).
	779	Promote and strengthen Legaltech and provide resources for the Legal Clinic and other legal laboratories, such as the courtroom, the trial simulation room, and the AI computer room.
	780	Create <i>coworking</i> areas and <i>idea labs</i> on all campuses to encourage collaboration among members of the university community and with companies, government agencies, and alumni.

	781	Dynamic allocation of spaces to support emerging or growing research groups.
	782	Modernize library spaces to adapt them to new uses: collaborative study, digital laboratories, and specialized consultation areas.
Commitments	Measures	
Create the University Residential Network RESIDENCIAS	783	Promote the construction of new residences on the Tarongers and Burjassot campuses, using public-private partnership instruments, with sustainable design, study areas, and communal spaces that foster an active university life.
	784	Update the Rector Peset Hall of Residence with new services and efficient infrastructure to maintain its status as an iconic residence within the UV Residential Network.
	785	Promote agreements with residential operators in the municipalities with preferential rates and flexible accommodation.
	786	Promote new affordable housing programs in collaboration with local governments.

Objective 3. Promote sustainable campuses

Commitments	Measures	
Promote strategic planning for social responsibility and sustainability	787	Adapt and expand the UV Sustainability Master Plan (2025-2028), ensure the University's strategic alignment with international standards (SDGs, Spanish Urban Agenda, CRUE-Sustainability) and prioritize the necessary initiatives in the areas of infrastructure and procurement.
	788	Make the Sustainability Master Plan truly operational through general and campus-specific annual operational plans with implementation schedules, responsible persons, and quantitative performance indicators.
	789	Encourage maximum participation by members of the university community by consolidating and strengthening existing cross-cutting and thematic working groups and creating new ones when necessary.
	790	Promote a vision of sustainability for each campus to make plans more adaptable and viable, considering the unique characteristics and initiatives of each one.

	791	Strengthen the sustainability unit and its coordination with the Technical and Maintenance Service, as a unit with promotion and coordination functions.
	792	Improve the institutional indicator system and automate updates, incorporating them into the general scorecards.
	793	Review and update the catalog of monitoring indicators and ensure an annual and accessible public evaluation.
Commitments	Measures	
Integrate SDGs into planning and management	794	Integrate the SDGs into the UV Sustainability Plan by assigning objectives to the proposed actions.
	795	Incorporate social responsibility and the SDGs into planning in all areas of university governance.
	796	Publish an annual institutional SDG-UV report with results, trends, KPIs, SDG leaders by campus, and proposals for improvement. Include comparisons with national and international rankings.
	797	Publish a compilation of SDG metrics in accordance with the UN/CRUE.
Commitments	Measures	
Ensure energy efficiency and sustainability of buildings.	798	Renovate air conditioning and lighting systems with high energy efficiency models.
	799	Install photovoltaic solar panels for self-consumption on all campuses.
	800	Develop an emissions reduction plan.
	801	Gradually replace fossil fuels with renewable sources and green procurement.
Commitments	Measures	
Promote sustainable and safe mobility.	802	Promote public transport, carpooling, and cycling to reduce private vehicle use with a sustainable mobility program that establishes incentives for eco-friendly travel.
	803	Work, in collaboration with the relevant authorities, to achieve essential and urgent improvements to public transport to the Burjassot Campus and the Science Park.
	804	Install secure parking facilities for bicycles and scooters.
	805	Establish road safety and universal accessibility plans on all campuses.
	806	Operational charging points in sufficient numbers for electric or hybrid vehicles on all campuses.

Commitments	Measures
Green, sustainable, healthy, and livable campus	807 Increase green spaces, shaded areas, and dining areas for socializing and relaxation.
	808 Promote biodiversity gardens and organic university gardens.
	809 Promote new cultural and sports spaces open to the university community and the neighborhood.
	810 Promote a comprehensive recycling and composting system in university buildings and cafeterias.
	811 Drastically reduce disposable plastic through specific actions related to water and food consumption.
	812 "Live Campus, Healthy Campus" program with responsible, healthy, and sustainable leisure activities.

Objective 4. Preserve and revitalize historical heritage and identity

Commitments	Measures
Preserve historical heritage and identity	813 Promote a catalog of UV architectural and artistic heritage, with priority restoration plans.
	814 Promote a program for the rehabilitation of historic and unique buildings with sustainability criteria, integrating materials with a low environmental footprint, insulation improvements, and responsible consumption systems.
	815 Strengthen the conservation and improvement of emblematic spaces such as the La Nau Cultural Center and the Botanical Garden.
	816 Provide spaces with sufficient capacity for the Intermediate and Historical Archives and all documents to be transferred from centers and services.
Commitments	Measures
Revitalize historical heritage and identity	817 Disseminate the memory and historical heritage of the University as part of its institutional identity and integrate them into university cultural and teaching life.
	818 Promote new and more ambitious agreements with public and private entities for the preservation and dissemination of the University's historical heritage.



A UNIVERSITY COMMITTED TO PEOPLE, THE TERRITORY, AND GLOBAL WELL-BEING

The University of Valencia is facing a key stage in which **university social responsibility (USR) and sustainability** are becoming central pillars of its institutional action. In a global context marked by the climate emergency, social inequalities, and health challenges, public universities are called upon to play an **active role as agents of social transformation**, integrating ethical, environmental, and social justice criteria into all their functions.

From this perspective, **the RSU** and the Sustainable Development Goals (**SDGs**) constitute a **strategic framework that guides decision-making, planning, and university management**. This approach allows for a coherent and cross-cutting response that connects governance, teaching, research, and social outreach, reinforcing the University of Valencia's historic commitment to people, the region, and global well-being, in line with the *One Health* approach and international sustainability agendas.

GENERAL OBJECTIVE

To promote a **comprehensive model of social responsibility and sustainability** that incorporates the SDGs across the board in governance, academic activity, and relations with society, consolidating the University of Valencia as a leading public institution in ethics, sustainability, innovation, and social commitment.

SPECIFIC OBJECTIVES

Objective 1. Promote responsible governance and strategic sustainability. This objective is aimed at strengthening university governance based on transparency, ethics, and shared responsibility, explicitly integrating sustainability and the SDGs into strategic planning and management processes. The development and effective implementation of strategic planning, equipped with operational mechanisms, indicators, and public evaluation systems, will ensure consistency between institutional commitments and their actual application. Likewise, the University of Valencia is promoting open and stable collaboration with external agents—administrations, social entities, and national and international networks—in order to enrich sustainable governance, align territorial strategies, and reinforce the social impact of university knowledge.

Objective 2. Promote teaching, research, and university life committed to sustainability. This objective aims to fully integrate the SDGs into education, research, and university life, ensuring that academic activity contributes directly to major social, environmental, and health challenges. The incorporation of sustainability into study plans, the promotion of interdisciplinary research focused on global challenges, and the promotion of methodologies such as service learning enable the formation of a critical, committed, and socially responsible university

community. Complementarily, a green and responsible university model is promoted that reduces environmental impact through sustainable mobility, green purchasing, energy efficiency, and efficient resource management.

Objective 3. Strengthen the relationship with society, the region, and the culture of sustainability. The third objective focuses on consolidating the University of Valencia's ties with society and the region, strengthening its public function and its capacity to generate positive social impact. Cooperation with administrations and social entities, the promotion of university volunteering, and the development of social innovation projects allow academic knowledge to be channeled towards the real needs of the environment. It also promotes a culture of sustainability that transcends the internal sphere and reaches out to society through initiatives in the circular economy, responsible finance, and transparent communication of institutional impact. This approach helps to consolidate a university that is deeply rooted, committed, and jointly responsible, capable of leading processes of social and cultural transformation in favor of sustainable and inclusive development.

KEY MEASURES

- Make the Sustainability Master Plan truly operational through general annual operating plans and campus-specific plans with implementation schedules, designated responsible parties, and quantitative performance indicators.
- Promote a vision of sustainability by campus to make the plans more adaptable.
- Incorporate social responsibility and the SDGs into the planning of all areas of university governance.
- Formally consolidate the "University-City Partnership."
- Institutionally recognize the most innovative and sustainable projects by creating a stable system of awards or recognitions for the most outstanding projects in sustainability, promoted by students, teaching and research staff, or technical and administrative staff.
- Develop university innovation projects with the participation of teaching and research staff, technical and administrative staff, and students to respond to the situations and needs of the region.

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Objective 1. Promote responsible governance and strategic sustainability

- Promote strategic planning for social responsibility and sustainability
- Integrate SDGs into planning and management
- Review and encourage collaboration with external agents for sustainable governance

Objective 2. Promote teaching, research, and university life committed to sustainability

- Integrate the SDGs into teaching and research
- Ensure a green and responsible university
- Strengthen the culture and communication of sustainability

Objective 3. Strengthen the relationship with society, the region, and the culture of sustainability

- Formulate a commitment to society and the region
- Promote the circular economy and sustainable finance

Social responsibility and sustainability are thus configured not as ancillary lines of action, but as **structural elements of the institutional model** of the University of Valencia. The cross-cutting integration of the SDGs into governance, teaching, research, and social outreach allows us to move towards a more coherent and responsible university that is aligned with major global challenges, while strengthening its public function and its commitment to the region and its citizens.

Objective 1. Promote responsible governance and strategic sustainability

Commitments	Measures
Promote strategic planning for social responsibility and sustainability	<p>819 Adapt and expand the UV Sustainability Master Plan (2025-2028), ensure the University's strategic alignment with international standards (SDGs, Spanish Urban Agenda, CRUE-Sustainability) and prioritize the necessary initiatives in the areas of infrastructure and procurement.</p> <p>820 Make the Sustainability Master Plan truly operational through general and campus-specific annual operational plans with implementation schedules, responsible persons, and quantitative performance indicators.</p> <p>821 Encourage maximum participation by members of the university community by consolidating and strengthening existing cross-cutting and thematic working groups, such as those on fair trade and responsible consumption; energy efficiency, ecological footprint, mobility, and biodiversity; sustainable waste management; healthy living; curricular sustainability; and sustainability awareness and communication; and create new groups when necessary.</p> <p>822 Promote a vision of sustainability by campus to make plans more adaptable and viable, taking into account the unique characteristics and initiatives of each one.</p> <p>823 Strengthen the sustainability unit and its coordination with the Technical and Maintenance Service, as a unit with promotion and coordination functions.</p> <p>824 Improve the institutional indicator system and automate updates, incorporating them into the general scorecards.</p> <p>825 Review and update the catalog of monitoring indicators and ensure an annual, accessible public evaluation.</p>
Integrate SDGs into planning and management	<p>826 Integrate the SDGs into the UV Sustainability Plan by assigning objectives to the proposed actions.</p> <p>827 Incorporate social responsibility and the SDGs into planning in all areas of university governance.</p> <p>828 Publish an annual institutional SDG-UV report with results, trends, KPIs, SDG leaders by campus, and proposals for improvement. Include comparisons with national and international rankings.</p> <p>829 Publish a compilation of SDG metrics in accordance with the UN/CRUE.</p>

Commitments	Measures
Review and promote collaboration with external agents for sustainable governance.	830 Formally consolidate the "University-City Partnership."
	831 Reorient the current collaboration model through stable agreements that integrate the UV's sustainability strategy with the City Council's 2030 <i>Urban Agenda</i> , the <i>Metropolitan Mobility Plan</i> , and biodiversity strategies.
	832 Work to ensure that the UV is permanently integrated into the recently created <i>Sustainable Valencia Forum</i> or other municipal advisory committees to coordinate local policies and provide scientific knowledge on an ongoing basis.
	833 Sign institutional agreements with key entities with specific SDG objectives: neighborhood associations, NGOs, public water and energy companies.
	834 Increase participation in national and international networks of RSU and SDGs, such as CRUE-Sustainability, RUSO, and GUNi.
	835 Apply for competitive European funding (Horizon Europe, LIFE, Interreg) and encourage the participation of research groups.

Objective 2. Promote teaching, research, and university life committed to sustainability

Commitments	Measures
Integrate the SDGs into teaching and research	836 Fully integrate the SDGs into the curricula and cross-cutting competencies of bachelor's and master's degrees aligned with the European <i>GreenComp</i> framework.
	837 Create an SDG Academic Committee to support centers in curriculum review.
	838 Promote interdisciplinary research focused on social and environmental challenges: ecological transition, circular economy, renewable energy, and sustainable cities, with international collaboration.
	839 Reduce the environmental impact of academic and research activities by adopting habits that save resources, reduce hazardous waste, and promote efficiency.

	840	Foster research talent focused on the SDGs.
	841	Promote grants and awards for bachelor's and master's theses and doctoral dissertations with an impact on SDGs.
	842	Promote the training of teaching and research staff in the application of a service-learning methodology and in the incorporation of sustainability and SDGs into their training programs.
	843	Create a "UV-SDG" seal for projects, activities, and courses aligned with the 2030 Agenda.
	844	Include parameters in the evaluation of innovation and research projects that take into account the SDGs.
	845	Implement "Green Labs UV" laboratories with European sustainability standards.
Commitments	Measures	
Ensure a green and responsible university	846	Review, adapt, and expand the initiatives proposed in the UV's sustainable mobility plan.
	847	Apply environmental sustainability and strategic, green, and responsible purchasing criteria in all procurement processes, with special attention to carbon footprint, fair trade, healthy food in cafeterias and vending machines, etc.
	848	Promote the UV Plan for Climate Neutrality 2035, aligned with the European Green Deal and with a real impact on sustainable infrastructure policy.
	849	Establish a framework of common indicators (environmental KPIs): carbon footprint, energy consumption per surface area, percentage of renewable energy, waste management (kg/student), modal share mobility.
	850	Manage waste efficiently and reduce emissions and energy and water consumption.
	851	Promote sustainable habits within the university community with awareness campaigns aligned with the One Health approach.
Commitments	Measures	
Strengthen the culture and communication of sustainability.	852	Implement powerful and creative annual awareness campaigns to raise awareness among the university community about the main global challenges: SDGs, climate emergency, and One Health.
	853	Regularly highlight the UV's social responsibility initiatives with a periodic publication of news, public presentations, conferences, or meetings to exchange experiences, with a strategy and information tailored to each campus.

	854	Institutionally recognize the most innovative and sustainable projects by creating a stable system of awards or recognitions for the most outstanding projects in sustainability, promoted by students, teaching and research staff, or PTGAS.
	855	Promote sustainable visual communication on campuses, with informative and educational signage in buildings.

Objective 3. Strengthen the relationship with society, the territory, and the culture of sustainability

Commitments	Measures
Formulate a commitment to society and the region	856 Promote collaboration programs with local administrations and social entities to strengthen the UV's commitment to the territory.
	857 Develop university innovation projects with the participation of teaching and research staff, technical and administrative staff, and students to respond to the situations and needs of the region.
	858 Expand the university's own volunteer program in cooperation with the participation of teaching and research staff, students, and administrative and technical staff.
	859 Consolidate UV volunteering as a hallmark, with institutional and academic recognition.
	860 Establish agreements with educational centers and NGOs to promote cooperation and solidarity.
Commitments	Measures
Promote the circular economy and sustainable finance.	861 Continue to participate in the Green University Network and initiatives that keep us at the forefront of the most sustainable universities in Spain.
	862 Promote initiatives that enable the UV to achieve international recognition for sustainability, for example, <i>Times Higher Education (THE) Impact Rankings</i> .
	863 Develop a comprehensive management plan to reduce resource consumption and minimize waste generation on all campuses (reuse, recycling).
	864 Establish circular economy programs with local companies, for example, converting organic waste into compost for the UV's green areas.

	865	Ensure that goods and services are procured in accordance with minimum standards of environmental, labor, and social sustainability.
	866	Prioritize relationships with local suppliers or those with a positive social impact.
	867	Align institutional investments with the SDGs and principles of responsible finance.
	868	Assess and communicate the economic, social, and environmental impact of the UV in a transparent and accessible manner.
	869	Creation of a university circular economy laboratory, a space to promote pilot projects on reuse, eco-design, materials analysis, and sustainable entrepreneurship.



HEALTH AND WELL-BEING AT UNIVERSITY CAMPUSES

HEALTH AND WELL-BEING ON UNIVERSITY CAMPUSES

The University of Valencia views well-being and health as strategic dimensions that are inseparable from academic quality, institutional cohesion, and university social responsibility. In a context marked by rapid social, health, and environmental changes, it is essential **to reinforce comprehensive policies that place people at the center of government action and guarantee healthy, safe, and inclusive environments for study, work, and coexistence**. This approach responds both to scientific evidence and to the recommendations of international organizations on health promotion and healthy universities.

This program articulates a cross-cutting vision that integrates **physical, mental, emotional, social, and environmental health**, based on the understanding that individual and collective well-being is a necessary condition for learning, teaching, research, and knowledge transfer. Through clear strategic objectives, the University reaffirms its commitment to care, prevention, coexistence, and active contribution to global health and sustainability challenges.

GENERAL OBJECTIVE

To consolidate a **healthy university model** that promotes the comprehensive well-being of the entire university community through coordinated policies on **prevention, health promotion, coexistence, and commitment to global health**, aligned with the principles of university social responsibility and sustainable development.

SPECIFIC OBJECTIVES

Objective 1. Comprehensive health and well-being. The objective focuses on developing a healthy, resilient university community that is prepared for the challenges of a diverse and complex society. This axis promotes actions aimed at disease prevention, the promotion of healthy lifestyles, and the improvement of the physical and organizational conditions of work and study spaces. "A University that cares" initiative, the Comprehensive Health and Well-being Plan, and regular awareness campaigns are key tools for fostering a culture of collective care and shared responsibility for health.

Objective 2. Mental health, physical activity, and a culture of coexistence. This objective prioritizes mental health, physical activity, and coexistence as fundamental pillars of university well-being. Through the implementation of a specific well-being and mental health plan, with free and confidential psychological care, emotional management programs, and early detection of *burnout*, the University reinforces prevention and reduces the stigma associated with mental health problems. At the same time, the promotion of daily physical activity and the creation of the *Mediation and Workplace and Academic Well-being Unit* contribute to improving the institutional climate, promoting healthy relationships, and strengthening the sense of community belonging.

Objective 3. Global health and *One Health*. This objective situates the University of Valencia as a committed player in addressing the major health, environmental, and social challenges of the 21st century. The adoption of the *One Health* approach recognizes the interdependence between human, animal, plant, and ecosystem health and promotes integrated responses based on interdisciplinary research, specialized training, and collaboration with public and social institutions. By integrating this framework into institutional policies, creating coordination structures, and developing public well-being indicators, the University reinforces its contribution to sustainable development and global health.

HIGHLIGHTED MEASURES

- Promote the creation of the University Physiotherapy Clinic to enable the integration of physiotherapy with different approaches: geriatric, respiratory, pelvic floor, cardiocirculatory, oncological, and pain management.
- Ensure comfort in the workplace. Adjust the thermal comfort of buildings to suit needs and increase workplace ergonomics.
- Increase rest and recreation areas on campus to make the workplace and study space attractive and welcoming, including spaces for digital disconnection.
- Implement an early *burnout* detection program for prevention among teaching and research staff and administrative staff, with self-assessment and preventive monitoring tools.
- Train teaching staff in methodologies that incorporate movement and ergonomics in the classroom to promote non-sedentary learning.
- Incorporate the *One Health* framework into the UV Strategic Plan and all institutional policies.

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Objective 1. Comprehensive health and well-being

- Develop a comprehensive health and well-being plan

Objective 2. Mental health, physical activity, and a culture of coexistence

- Develop a specific mental health plan
- Develop a specific plan for physical activity for health
- Promote a culture of coexistence

Objective 3. Global health and *One Health*

- Promote the *One Health* concept

This program consolidates a **strategic and integrated vision that reaffirms the University of Valencia's commitment** to caring for people and its social responsibility in the face of present and future challenges. This commitment, in line with the recommendations of international organizations such as the World Health Organization and healthy university networks, reinforces academic quality, community cohesion, and the institution's contribution to collective well-being and global health.

Goal 1. Comprehensive health and well-being

Commitments	Measures
Develop a comprehensive health and well-being plan	870 Promote "A University that cares" campaigns to foster a culture of health and collective healing.
	871 Create an annual "Caring University" award for units and individuals with good practices in equality and coexistence.
	872 Strengthen and give greater visibility to all university clinics, expanding them so that a larger proportion of students can do their internships there.
	873 Promote the creation of the University Physiotherapy Clinic to allow the integration of physiotherapy with different approaches: geriatric, respiratory, pelvic floor, cardiocirculatory, oncological, and pain.
	874 Promote prevention and health promotion with regular campaigns on specific health issues, such as blood donation, HIV and other disease prevention, and suicide prevention awareness.
	875 Create and strengthen specific workshops in areas such as vaccination, in coordination with the Regional Ministry of Health, STI prevention and responsible sexual health, early detection (blood pressure, glucose, BMI, vision, and hearing), voice treatment and cure, and prevention of tobacco, alcohol, and drug use.
	876 Organize a health week on all our campuses with a program focused on good habits in nutrition, rest, physical activity, addiction prevention, self-care, and personal and emotional self-esteem.
	877 Promote health and wellness training for safe and ergonomic work and prevent psychosocial risks by coordinating with the SFPIE to offer a series of courses to promote health prevention and promotion.
	878 Ensure comfort in the workplace. Adjust the thermal comfort of buildings to suit needs and increase workplace ergonomics.
	879 Improve the water refill system on campuses by installing water fountains and providing reusable bottles to reduce packaging consumption.
	880 Promote healthy nutrition and habits: expand the range of individualized nutrition counseling programs and offer workshops and informational campaigns on all campuses.

	881	Offer nutritious, healthy, affordable, and environmentally friendly menus on campus to promote overall well-being.
	882	Promote circular economy programs and seasonal products. Create <i>ad hoc</i> committees on all campuses.
	883	Strengthen the activity of existing working groups, reinforcing them and giving them more powers.
	884	Strengthen collaboration in national and international networks to promote healthy environments, develop specific programs on each campus, and leverage the tasks and capabilities of students.
	885	Increase rest and recreation areas on campuses to make the workplace and study space attractive and welcoming, including spaces for digital disconnection.
	886	Ensure safe campuses, free from violence and health risks .
	887	Move towards the certification of all campuses as Healthy Campuses , in coordination with the Spanish Network of Healthy Universities (REUS).

Objective 2. Mental health, physical activity, and a culture of coexistence

Commitments	Measures	
Develop a specific mental health plan	888	Develop and implement a specific mental health plan that guarantees and expands psychological and psychopedagogical support services to help both students and staff at the University manage stress, anxiety, and other emotional challenges.
	889	Organize workshops and programs on emotional management and stress prevention . Develop guides and informational material on mental health, stress management, and self-care techniques.
	890	Promote support and self-help groups to manage problems shared among the various groups within the university community.
	891	Offer workshops to improve social skills to foster good interpersonal relationships and skills necessary for future working life.

	892	Implement a program for the early detection of <i>burnout</i> for its prevention in teaching and research staff, administrative staff, and technical and general support staff, with self-assessment tools and preventive monitoring.
	893	Develop preventive strategies against mental illness and reduce stigma.
Commitments	Measures	
Develop a specific physical activity plan for health.	894	Create "Active UV Hour," with short, guided breaks to reduce sedentary behavior and improve well-being.
	895	Transform outdoor spaces into active circuits and healthy rest areas by installing outdoor exercise stations on all campuses.
	896	Train teachers in methodologies that incorporate movement and ergonomics in the classroom to promote non-sedentary learning.
	897	Promote healthy physical activity integrated into the <i>working day</i> for teaching and research staff, administrative staff, and technical and general support staff.
	898	Increase the availability of facilities, equipment, and activities to promote physical health and active leisure.
	899	Encourage the reservation of spaces outside teaching and working hours for university staff and create a sports mentoring program on campus.
Commitments	Measures	
Promote a culture of coexistence.	900	Create a <i>Mediation and Workplace and Academic Well-being Unit</i> to take preventive and restorative action in the event of conflicts.
	901	Promote intergenerational coexistence programs among students, teaching and research staff, administrative staff, and support staff.
	902	Provide training in conflict resolution and university mediation.
	903	Implement cross-mentoring between young people and seniors to promote shared learning.
	904	Promote activities that recognize the professional and personal achievements of staff members who are ending their professional careers at the UV.
	905	Organize cultural and social activities to strengthen community identity and belonging.
	906	Continuously evaluate the climate and well-being of the university community.

Objective 3. Global health and *One Health*

Commitments	Measures
Promote the <i>One Health</i> concept	<p>907 Incorporate the <i>One Health</i> framework into the UV Strategic Plan and all institutional policies.</p> <p>908 Coordinate <i>One Health</i> projects, partnerships, and intersectoral actions.</p> <p>909 Establish new agreements with administrations, health centers, environmental organizations, and international bodies.</p> <p>910 Promote competitive fundraising in global health, sustainability, biodiversity, and epidemiological surveillance.</p> <p>911 Introduce training in <i>One Health</i> competencies in bachelor's, master's, doctoral, and continuing education programs, promoting the participation of local communities and vulnerable groups in health and environmental projects.</p> <p>912 Strengthen collaboration through partnerships with external entities, hospitals, research centers, NGOs, and key productive sectors, and promote surveillance and prevention programs in zoonoses, environmental health, and emerging risks.</p> <p>913 Promote interdisciplinary research programs and other initiatives on climate change, biodiversity, environmental risks, zoonoses, and sustainable food systems.</p> <p>914 Develop new <i>One Health</i> curricula and courses in science, health, and environmental degrees.</p> <p>915 Create shared data infrastructures on global health and ecosystems, and promote innovation and technological development to address interconnected health and sustainability challenges. We will also strengthen knowledge transfer to public institutions, companies, and social organizations.</p> <p>916 Create public well-being indicators with aggregated data on mental health, coexistence, and healthy habits to ensure transparency and continuous improvement.</p>



SPORTS AND ATHLETES: UVACTIVA

UV ACTIVA: THE UNIVERSITY THAT MOVES YOU, CARES FOR YOU, AND HELPS YOU GROW

The University of Valencia is a diverse and dynamic academic community whose mission (teaching, research, and service to society) cannot be separated from the overall well-being of the people who make it up. In a context marked by increasing sedentary lifestyles, challenges associated with mental health, and the need to create healthier and more sustainable environments, it is essential **to place physical activity, sport, and health at the center** of institutional action.

The **UV Activa program** was created with the aim of making the University of Valencia a benchmark in promoting an active and healthy lifestyle, understanding exercise and sport as tools for social cohesion, equal opportunities, improved academic performance, and personal development. This commitment is in line with European strategies for healthy campuses and with the UV's commitment to quality of life, inclusion, and innovation in university services.

GENERAL OBJECTIVE

To sustainably improve the physical, emotional, and social well-being of the University of Valencia community by **promoting physical activity and sport, improving and modernizing infrastructure and services, providing comprehensive support to athletes**, and incorporating technology as a tool to facilitate access, participation, and overall well-being.

SPECIFIC OBJECTIVES

Objective 1. Increase support and recognition for athletes. The University of Valencia recognizes the academic, social, and representative value of its athletes and is committed to strengthening the institutional support they receive. This objective is aimed at modernizing and strengthening the Sports Service, improving recognition of sporting achievements, and ensuring compatibility between academic and sporting careers. Likewise, sport is conceived as a tool for integration, equality, and inclusion, reflecting the values and diversity of the university community.

Objective 2. Improve the well-being of the university community with activities and new infrastructure. This objective aims to create more active, healthy, and accessible university environments, expanding opportunities for physical activity for the entire university community. Through a Comprehensive Physical Exercise and Health Plan, the creation of new indoor sports facilities, and the transformation of campuses into lively and welcoming spaces, the University of Valencia aims to combat sedentary lifestyles, promote healthy habits, and reinforce a preventive and comprehensive vision of health that integrates physical, mental, and social dimensions.

Objective 3. Use technology to facilitate access to sports services and comprehensive well-being. This objective is firmly committed to technological

innovation as a lever for democratizing access to physical activity and improving the user experience. The digitization of sports services, the development of personalized recommendation systems, and the integration of programs that connect physical activity, mental health, and academic performance will enable progress toward a comprehensive wellness model based on data, research, and knowledge transfer, adapted to the real needs of the university community.

KEY MEASURES

- Increase resources, schedules, and types of sports activities adapted to all levels.
- Deploy the *EU Guidelines on Dual Career of Athletes* for to make the sporting and academic lives of our athletes more compatible.
- Double the number of indoor sports facilities for universal sports practice.
- Increase the number of outdoor exercise stations integrated into healthy circuits.
- Create a personalized activity recommendation system.

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Objective 1. Increase support and recognition for athletes

- Modernize sports activities and facilities
- Promote and care for our athletes

Objective 2. Improve the well-being of the university community with activities and new infrastructure

- "Sit less move more UV": movement for everyone
- Healthy campuses, lively campuses

Objective 3. Use technology to facilitate access to sports services and comprehensive well-being

- Promoting digitization and innovation in sports

In conclusion, the UV Activa program is a strategic and coherent commitment to placing comprehensive well-being at the center of the institutional project of the University of Valencia, understanding **physical activity and sport as key elements of health, social cohesion, inclusion, and quality of life**. Through a balanced combination of policies to promote physical activity, improve infrastructure, support athletes, and technological innovation, the UV projects itself as a university committed to people, capable of creating healthy, sustainable, and accessible environments, and exercising responsible leadership in the university and social spheres.

Objective 1. Increase support and recognition for sport and athletes

Commitments	Measures	
Modernize sports activities and facilities	917	Increase resources, schedules, and types of sports activities adapted to all levels.
	918	Develop a technological modernization plan (<i>Smart Facilities</i>) for the UV's sports area.
	919	Renovate spaces, restructure efficiently to free up new space and prioritize multifunctional rooms.
	920	Promote sports as a tool for integration for international students and the entire UV community.
Commitments	Measures	
Promote and care for our athletes.	921	Strengthen recognition of the efforts of high-level university athletes through mentoring and academic support.
	922	Implement the <i>EU Guidelines on Dual Careers of Athletes</i> to make the sporting and academic lives of our athletes more compatible.
	923	Create more inclusive competition teams.
	924	Increase sports grants and scholarships.
	925	Facilitate participation and sporting success in regional, national, and international competitions.
	926	Give greater visibility to the sporting achievements and leadership of women at the UV.

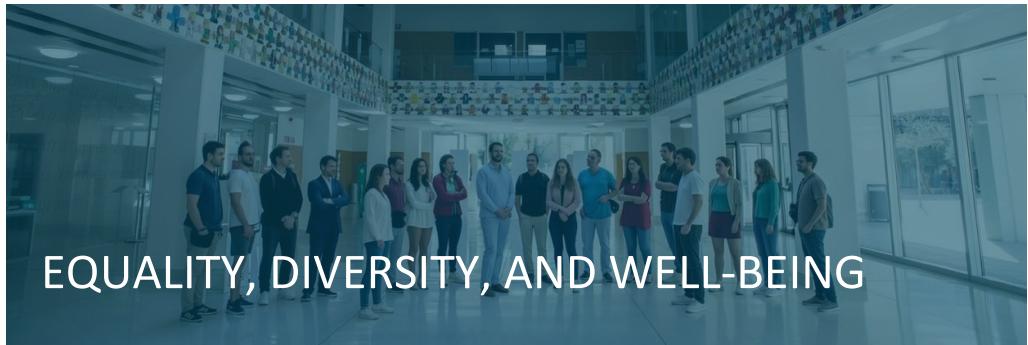
Objective 2. Improve the well-being of the university community with activities and new infrastructure

Commitments	Measures	
"Sit less move more" movement for everyone	927	Integrate and coordinate sports activities with the strategic focus on "Health and well-being on university campuses" through a <i>Comprehensive Physical Activity and Health Plan</i> open to the entire university community.
	928	Involve the Sports Service in the "UV active hour" initiative, participating in its dissemination and implementation.

	929	Activate the sports prescription in coordination between the health offices, the FCAFE, and the Sports Service. Medical staff will be able to prescribe physical exercise to improve the health of the university community.
	930	Strengthen the commitment to women's and inclusive sports, eliminating economic and participation barriers.
Commitments	Measures	
Healthy campuses, lively campuses	931	Double the number of indoor sports facilities to enable universal participation in sports.
	932	Reconfigure the Blasco Ibáñez sports campus.
	933	Increase the number of outdoor exercise stations integrated into fitness trails.
	934	Develop the "Mind and Body" program, which connects physical activity and academic performance.

Objective 3. Use technology to facilitate access to sports services and comprehensive wellness.

Commitments	Measures	
Promote digitization and innovation in sports	935	Comprehensively revamp the website and app functionality for registering for sports activities, making reservations, and accessing services.
	936	Promote service-learning projects where students contribute to social and sporting well-being.
	937	Incorporate technology to encourage movement: apps, challenges, gamification, and health data.
	938	Implement digital access with QR codes.
	939	Create a personalized activity recommendation system.
	940	Diversify the offering and adapt schedules to increase the diversity of activities.



AN INCLUSIVE, SAFE, AND HEALTHY UNIVERSITY FOR EVERYONE

The University of Valencia, faithful to its historical trajectory and its commitment to human rights, social justice, and equality, **conceives academic excellence as inseparable from the well-being of individuals and respect for diversity**. Within this framework, effective equality, inclusion, and democratic coexistence are not understood as abstract principles, but as structural conditions that must permeate teaching, research, management, and university life as a whole.

This program proposes a vision of a **deeply humanistic, feminist, egalitarian, and transformative** university that places people at the center of institutional policies. The goal is to consolidate a **safe, egalitarian, accessible, and equitable university environment** where students, teaching and research staff, and technical, management, administrative, and service personnel can fully develop their abilities in conditions of dignity, shared responsibility, and social justice.

GENERAL OBJECTIVE

To consolidate an **egalitarian, inclusive university that is intolerant of any form of violence or discrimination**, that recognizes and values diversity in all its expressions, facilitates the reconciliation of personal, professional, and academic life, and promotes the comprehensive well-being of the entire university community as the basis for institutional excellence.

SPECIFIC OBJECTIVES

Objective 1. Guarantee effective equality. Effective equality is conceived as a cross-cutting principle that must guide all policies and actions at the University of Valencia. This objective promotes the systematic integration of the gender perspective in teaching, research, management, and institutional communication, as well as the promotion of real parity and women's leadership in decision-making bodies. At the same time, it reinforces the prevention and eradication of gender-based violence by improving action protocols, training the entire university community, and developing awareness-raising and cultural transformation initiatives that promote equal and violence-free relationships.

Objective 2. Recognize diversity and promote inclusion. A university that embraces and celebrates its differences. Diversity is a fundamental value that enriches university life and strengthens social cohesion. This objective is committed to a university that recognizes and addresses affective-sexual, cultural, linguistic, functional, generational, and social plurality from an intersectional perspective. To make this possible, the Equality and Diversity Unit is being structurally reinforced, the UV Observatory on Diversity and Disability is being created, and a comprehensive accessibility model is being promoted to guarantee equal opportunities in access to spaces, information, teaching, and academic, work, and social participation.

Objective 3. Promote work-life balance and shared responsibility. Care for others without sacrificing professional development. Work-life balance and shared responsibility are essential conditions for a fair, sustainable university committed to care. This objective promotes an organizational model that facilitates the balance between personal, family, and professional life through effective measures of flexible working hours, responsible teleworking, and recognition of the impact of caregiving tasks on the professional careers of teaching and research staff and administrative and support staff. The creation of a specific support network and awareness-raising actions in the culture of care reinforce a more humane and co-responsible work and academic environment.

Objective 4. Integrate inclusion and transparency into governance. Measure to transform. Institutional transformation requires transparency, evaluation, and accountability. This objective establishes that the governance model should be inclusive, with indicators on equality, diversity, disability, work-life balance, and well-being, and with measurable commitments by centers and services. In addition, the promotion of clear, accessible, and consistent communication allows for the consolidation of an organizational culture aligned with the values of respect, care, and human rights, oriented toward continuous improvement and the active participation of the entire university community.

KEY MEASURES

- Increase rigorous, practical, and up-to-date training in equality, coeducation, and the prevention of gender-based violence for all teaching and research staff, administrative and technical staff, and students. Promote micro-credentials in this area.
- Strengthen and disseminate confidential and secure reporting channels, with effective protection for victims.
- Expand competencies to address sexual, gender, cultural, religious, linguistic, generational diversity, and multiple inequalities from an intersectional perspective.
- Create the "Emplea Diversidad UV" program for the employment of graduates with disabilities through UVocupació.
- Develop a UV Work-Life Balance Plan with effective measures for flexible working hours and responsible teleworking.
- Develop a public table of UV indicators on equality, diversity, disability, and work-life balance.

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Objective 1. Guarantee effective equality

- Ensure effective equality and full inclusion. Gender mainstreaming
- Promote a violence-free university
- Promote new prevention programs for transformative equality

Objective 2. Recognize diversity and promote inclusion

- Identify and address diversity
- UV without barriers: promote comprehensive accessibility and inclusive design
- Promoting academic, workplace, and social inclusion

Objective 3. Promote work-life balance and shared responsibility

- Develop a new work-life balance plan

Objective 4. Integrate inclusion and transparency into governance

- Improve information on equality, diversity, and well-being

The university thus projects itself as a space that recognizes and values the plurality of trajectories, identities, and abilities, and that acts proactively to eliminate persistent inequalities and gaps. This orientation reinforces the institution's commitment to human rights, social justice, and democratic coexistence, linking academic excellence with social responsibility.

Objective 1. Guarantee effective equality

Commitments	Measures	
Ensure effective equality and full inclusion. Gender mainstreaming	941	Integrate the gender perspective into all teaching, research, organizational culture, and communication policies.
	942	Promote real parity and gender alternation in management bodies and committees. For many years, male presence has predominated in leadership positions at the UV. Wherever possible, the presence and visibility of women will be promoted.
	943	Increase rigorous, practical, and up-to-date training in equality, coeducation, and prevention of gender-based violence for all teaching and research staff, administrative and technical staff, and students. Promote micro credentials in this area.
	944	Promote leadership and collaboration among UV research groups working on equality, diversity, and gender violence.
Commitments	Measures	
Promote a violence-free university	945	Comprehensively review the UV harassment protocol and update it to make it more agile, legally secure, and provide specialized support.
	946	Ensure the immediate intervention of the Equality and Diversity Unit with expert personnel.
	947	Strengthen and promote confidential and secure reporting channels, with effective protection for victims.
	948	Conduct annual awareness campaigns on consent, respect, and university coexistence.
	949	Implement the "I choose to care" project to promote violence-free relationships. We are responsible for our actions: we can make the decision to choose to "care" instead of "hurt" in our intimate relationships.
Commitments	950	Create environments that do not tolerate violence with workshops on detection and the development of guidelines for action and prevention of psychological violence, cyberviolence, and other less visible forms of violence.
	Measures	
Promote new prevention programs for transformative equality.	951	Carry out campaigns to promote equality, such as the "We all win with equality" campaign, aimed at debunking the myth of the "zero-sum game" or competition between genders. We do not compete for benefits; we build so that everyone can benefit.

	952	Implement a program on equal and co-responsible masculinities, with the special involvement of male students.
	953	Create a UV Equality podcast program, produced by the students themselves.

Objective 2. Recognize diversity and promote inclusion

Commitments	Measures	
Identify and address diversity	954	Develop a protocol for addressing affective-sexual and gender diversity.
	955	Expand competencies to address sexual, gender, cultural, religious, linguistic, generational, and multiple inequalities from an intersectional perspective.
	956	Create a UV Observatory on Diversity and Disability, which will provide public data, periodic reports, and evidence-based proposals for improvement. Analyses of equity, diversity, and well-being will be carried out for all UV staff and students.
	957	Conduct surveys and in-depth interviews with all UV groups. Visibility will be given in reports and the participation of all groups in the presentation of proposals for improvement will be promoted.
	958	Increase rigorous, practical, and up-to-date training in diversity, inclusion, accessibility, human rights, and coexistence for all teaching and research staff, administrative and technical staff, and students. Promote micro-credentials in this area.
Commitments	Measures	
UV without barriers: promoting comprehensive accessibility and inclusive design	959	Strengthen the comprehensive support and accessibility program for students with disabilities or vulnerabilities.
	960	Conduct a 360° audit of physical, digital, and teaching accessibility.
	961	Create maps of inclusive spaces, such as gender-neutral bathrooms, breastfeeding rooms, or safe zones.
	962	Ensure accessible signage and enhanced interpretation and captioning services.
	963	Promote equal opportunities in access to information and teaching materials, strengthening coordination between centers and the Equality and Diversity Unit and the UV Diversitat program.

	964	Certify the "UV Accessible Campus" with continuous evaluation.
Commitments	Measures	
Promote academic, labor, and social inclusion.	965	Create the "Emplea Diversidad UV" program for the employment of graduates with disabilities through UVocupació.
	966	Organize activities that highlight diversity, culture, sports, and coexistence.
	967	Promote and encourage micro-credentials with an inclusive approach.

Objective 3. Promote work-life balance and shared responsibility

Commitments	Measures	
Develop a new work-life balance plan	968	Develop a Work-Life Balance Plan for the University of Valencia with effective measures for flexible working hours and responsible teleworking.
	969	Assess the possibility of implementing financial assistance and complementary services for people with care responsibilities.
	970	Include co-responsibility in the professional career of teaching and research staff and technical and administrative staff.
	971	Creation of the UV Care and Work-Life Balance Network.
	972	Carrying out awareness-raising actions on time management and the culture of shared care.

Objective 4. Integrate inclusion and transparency into governance

Commitments	Measures	
Improve information on equality, diversity, and well-being	973	Develop a public table of UV indicators on equality, diversity, disability, and work-life balance.
	974	Establish measurable commitments by center and service relating to equality, diversity, disability, and work-life balance.
	975	Revision of the UV Code of Ethics to incorporate values of respect, care, coexistence, and human rights.
	976	Integrate inclusion, with data and evidence, into the UV governance model.

THE UNIVERSITY OF VALENCIA, OUR ROOTS

COMPROMISE AND SOCIAL BENCHMARK

The University of Valencia is an **institution deeply rooted in the region, with a history that has made it an** academic, cultural, and civic **benchmark** for Valencian society. These roots are not only a legacy of the past, but also an active responsibility in the present and a clear commitment to the future. Public universities have a duty to open themselves up to the public, to listen to social needs, and to put knowledge at the service of collective progress, contributing to a more just, cohesive, and democratic society.

This axis articulates the University of Valencia's commitment to the **social transfer of knowledge, cultural mediation, and cooperation with the region**. The University cannot limit itself to producing knowledge, but must also ensure its circulation, understanding, and social impact, integrating the sciences, humanities, arts, and culture as inseparable dimensions of the university project.

Multilingualism is one of the fundamental pillars of this commitment to its roots and to society. The University of Valencia's **own language, Valencian, is an essential element of institutional cohesion, academic quality, and cultural identity** that the University must protect and promote as the language of normal use in all areas, while guaranteeing linguistic rights and coexistence with Spanish and English. In a globalized context, the promotion of multilingualism—with clear, stable, and shared planning—is also an opportunity to strengthen international outreach, mobility, and teaching quality, without renouncing territorial roots.

University culture and heritage are also expressions of the link between the University and society. The University of Valencia safeguards a **historical, scientific, natural, and artistic heritage of great value**, which constitutes a living memory of the institution and a strategic resource for dissemination, education, and cultural innovation. This axis is committed to the sustainable, accessible, and inclusive management of university museums, collections, and cultural spaces, as well as the integration of culture into sustainability, equality, and well-being policies.

The University of Valencia's social commitment is also reflected in its **active and geographically balanced presence, through university extension programs, lifelong learning, and scientific and cultural outreach initiatives** that bring knowledge to diverse municipalities, groups, and individuals. Programs such as Universitat-Sociedad, Nau Gran, Unisociedad, and seasonal universities exemplify an open, accessible, and co-responsible university capable of networking with local councils, social and cultural entities, and regional agents.

Being a social benchmark means taking a stand in major contemporary debates, contributing to social and cultural innovation, and strengthening the role of public universities as **spaces for critical thinking, dialogue, and collective construction**. The University of Valencia thus reaffirms its roots as the foundation of an open, pluralistic institutional project that is deeply committed to the society it serves.



LANGUAGES AS A TOOL FOR CULTURAL GROWTH IN A DIVERSE AND INTERNATIONAL SOCIETY

The language policy of the University of Valencia is a fundamental strategic axis for the fulfillment of its mission as a public university, rooted in the territory and fully integrated into the European Higher Education Area. Language is not only an instrument of communication, but also a **vector of academic quality, institutional cohesion, and social projection**. In this sense, the University has a responsibility **to guarantee the effective use of Valencian as its own language**, while ensuring respect for linguistic rights and promoting the multilingual skills necessary in a globalized academic context.

At the same time, the processes of internationalization, mobility, and digitization pose new challenges that require clear, stable, and shared language planning. The balanced coexistence of official languages and the promotion of English and other languages of academic interest must be based on criteria of transparency, linguistic security, and teaching quality, avoiding both the marginalization of the native language and improvisation in multilingual offerings.

GENERAL OBJECTIVE

To consolidate a **coherent, sustainable, and high-quality university language model** that guarantees the normal and secure use of Valencian, fully respects the linguistic rights of the entire university community, and promotes effective internationalization through multilingualism, in line with current regulations and European standards.

SPECIFIC OBJECTIVES

Objective 1. To guarantee the full, safe, and high-quality use of Valencian. This objective aims to ensure that Valencian is a language of regular, real, and verifiable use in teaching, research, and university administration. Effective standardization requires guaranteeing the linguistic security of students through strict compliance with the language of instruction announced in the academic program, as well as the necessary institutional support for teaching staff and administrative and service personnel. At the same time, the prestige of Valencian as a language of knowledge must be reinforced by promoting its use in scientific production, teaching materials, and the transfer of results, in accordance with the role attributed to it by the Statute of the University of Valencia and Valencian language legislation.

Objective 2. Increase internationalization and effective multilingualism. The internationalization of the University of Valencia must be accompanied by a planned, progressive, and realistic model of multilingualism that provides the university community with solid language skills, especially in English, without displacing the official languages. This objective aims to integrate English and other strategic languages as tools for teaching, research, and international mobility, ensuring that faculty have adequate training and that students have access to real opportunities for accreditation and language immersion. Multilingualism is thus conceived as a factor

of quality, competitiveness, and inclusion, in line with the recommendations of the Common European Framework of Reference for Languages.

Objective 3. Strengthen linguistic rights. This objective focuses on strengthening transparent, accountable, and people-oriented language governance that guarantees language rights in all areas of university life. This involves ensuring that institutional information, administrative procedures, and customer service are carried out normally in the official languages, and that the university community has effective mechanisms for defending its rights. At the same time, the aim is to move towards a modern and efficient administration, prepared for the international context, through language training for staff and the incorporation of technological tools that facilitate multilingual work, in accordance with the principles of good administration and public service.

KEY MEASURES

- Ensure compliance with the language of instruction announced in the academic program
- Promote the presence of Valencian and English in postgraduate courses based on consensus with the centers and teaching staff and on specialization criteria.
- Design a Language Welcome Plan for students and teaching staff from outside the linguistic domain, with basic introductory courses and self-learning materials.
- Increase the number of English-taught subjects and pathways in official master's degrees to attract international talent.
- Facilitate training in technical and academic English for the PTGAS, especially for those services that deal directly with international students or manage European and international projects.

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Objective 1. Ensure the full, safe, and high-quality use of Valencian

- Ensure linguistic security in teaching
- Encourage and support teaching and research in Valencian
- Improve reception and training

Objective 2. Increase internationalization and effective multilingualism

- Promote teaching in English and third languages
- Enhance language training for the university community

Objective 3. Strengthen linguistic rights

- Guarantee linguistic rights
- Promote language training for PTGAS

In conclusion, this language policy aims to consolidate a balanced, coherent, and ambitious university model in which the **defense and promotion of Valencian as the language** of the University of Valencia is fully compatible with **real and inclusive internationalization**.

Objective 1. Guarantee the full, confident, and high-quality use of Valencian

Commitments	Measures
Ensure linguistic security in teaching	977 Ensure compliance with the language of instruction announced in the academic offer (teaching guides), with rapid protocols for action in the event of unjustified changes in language.
	978 Provide clear information prior to the enrollment process regarding the language of instruction for each group to guarantee students' genuine freedom of choice.
	979 Monitor, through satisfaction surveys and monitoring of the Virtual Classroom, that a significant portion of the teaching materials and basic bibliography are available in the language of instruction of the subject.
	980 Ensure that groups in Valencian are offered in all undergraduate degrees, avoiding the concentration of offerings in uncompetitive schedules.
	981 Promote the presence of Valencian in postgraduate courses based on consensus with the centers and teaching staff and on specialization criteria.
	982 Implement immediate corrective measures when non-compliance is detected, protecting students' right to receive instruction in the language in which they are enrolled.
Commitments	Measures
Encourage and support teaching and research in Valencian	983 Increase recognition for teachers who teach in Valencian and produce original materials in this language.
	984 Guarantee specific funding for the translation and proofreading of doctoral theses, scientific articles, and teaching materials into Valencian.
	985 Promote the creation of university textbooks and digital resources in Valencian through the University of Valencia Publications (PUV) with open access.
	986 Continue with the awards and recognitions for linguistic quality in Final Degree Projects (TFG) and Master's Theses (TFM) written and defended in Valencian.

Commitments	Measures	
Improve reception and training	987	Strengthen free advanced level courses (C1 and C2) for teaching and research staff and administrative staff, facilitating their official accreditation.
	988	Design a Language Welcome Plan for students and teaching staff from outside the language domain, with basic introductory courses and self-learning materials.
	989	Promote language volunteering and language pairs to integrate newly arrived students and teaching staff into the social and cultural life of the University.

Objective 2. Increase internationalization and effective multilingualism

Commitments	Measures	
Promote teaching in English and third languages	990	Develop a progressive and rational timetable for the introduction of teaching in English, ensuring that teachers have the necessary certified training necessary.
	991	Create grants for language accreditation for teachers who want to teach in English (minimum recommended level C1).
	992	Increase the number of English-taught subjects and pathways in official master's degrees to attract international talent.
	993	Review and strengthen the Research and Innovation Plan for Teaching in English (PRIDA), extending it to other strategic languages if appropriate.
Commitments	Measures	
Enhance the language skills of the university community.	994	Increase the budget for scholarships and grants for language level accreditation (B1, B2, C1) for students, especially for obtaining official certificates.
	995	Integrate the UV Language Center's offerings with credit recognition for undergraduate students in university participation credits (non-specialized languages).

	996	Facilitate training in technical and academic English for PTGAS, especially for those services that deal directly with international students or manage European and international projects.
	997	Promote mobility stays (Erasmus+ and others) as a fundamental tool for language immersion, complementing scholarships with UV grants.

Objective 3. Strengthen linguistic rights

Commitments	Measures	
Guaranteeing linguistic rights	998	Set up a Language Rights Observatory to channel complaints and suggestions and ensure compliance with regulations.
	999	Ensure that all institutional information, signage on campuses, and computer applications are available, by default , in Valencian, Spanish, and English.
	1000	Ensure the linguistic right of students to address, take exams, and complete assignments in either of the two official languages, regardless of the language of instruction, with the exception of subjects taught in foreign languages.
Commitments	Measures	
Promote the linguistic training of PTGAS	1001	Establish new incentives for PTGAS to improve their language skills , linking this to their horizontal career path.
	1002	Ensure that customer service locations are staffed by personnel trained to serve customers in both official languages.
	1003	Provide quality machine and assisted translation resources and tools integrated into the workplace to facilitate bilingual administrative tasks.



CULTURE AND CULTURAL HERITAGE

A UNIVERSITY WITH SOUL: COEXISTENCE, EXPRESSION, AND SHARED WELL-BEING

Culture is the shared language of the University. Through it, thought is constructed, values are expressed, and the institution connects with the public. For decades, university culture has been one of its most visible and valued expressions, a space where creativity and dialogue between disciplines find common ground. In recent years, a stable, diverse, and high-quality program has been consolidated, positioning the institution as **a benchmark in the dissemination of critical thinking, artistic creation, and civic education**.

In a context marked by the transformation of cultural habits, digitalization, and the growing demand for active participation, **university cultural policy must evolve towards more open, collaborative, and interdisciplinary models**. This implies placing students, teaching and research staff, and technical, management, administrative, and service personnel as active agents of cultural life, promoting co-creation and diversity of cultural expressions. University culture must be more than a succession of activities: it must become an experience of belonging and participation, a space where the university community and society feel they are an active part of a shared project.

The UV must promote its cultural activity as a space for freedom and creativity, strengthening its leading cultural centers, such as La Nau, the Botanical Garden, the Cerveró Palace, the Rector Peset University Hall of Residence, and university outreach projects, as well as promoting new lines of artistic, audiovisual, and musical participation. The aim is to make university culture a driving force for cohesion and public outreach.

With this program, we want to continue to be the driving force behind this vitality, offering a program that combines the visual arts, exhibitions, the performing arts, music, film, audiovisuals, literature, poetry, comedy, historical memory, and reflection, always with the aim of bringing culture closer to the entire university community.

GENERAL OBJECTIVE

The aim is **to strengthen and project the cultural and heritage capital of the University of Valencia into the future, fully integrating it into everyday life** on campus and into dialogue with the city and the region, in accordance with democratic values, sustainability, and participatory cultural rights. It is necessary to consolidate a comprehensive university cultural policy that places culture at the heart of university life, encourages active community participation, promotes creation and innovation, highlights talent, and reinforces the University of Valencia's social, heritage, and

inclusive commitment.

SPECIFIC OBJECTIVES

Objective 1. Promote student cultural participation. This objective seeks to recognize cultural participation as an essential part of students' comprehensive education. The University must offer spaces, programs, and mechanisms that allow students to move from being passive recipients to active agents of cultural creation, management, and dissemination, reinforcing their sense of belonging and community cohesion.

Objective 2. Consolidate stable, pluralistic, and open programming. The aim is to guarantee a continuous, high-quality cultural offering that combines artistic excellence with proximity to the university community. This programming must integrate cross-cutting values such as sustainability, equality, and democratic memory, and engage with major contemporary social challenges from an approach aligned with the Sustainable Development Goals.

Objective 3. Promote collective and interdisciplinary creation. University culture must act as a meeting place between disciplines, faculties, and areas of knowledge. Through collaborative projects, creative laboratories, and new hybrid formats, cultural innovation, experimentation, and shared learning are encouraged, reinforcing the interdisciplinary dimension of the university. In addition, this objective seeks to turn the University of Valencia into a platform for visibility and support for emerging internal talent, both in the artistic field and in cultural management. Communication, creative residencies, and mentoring programs are key tools for projecting the creative potential of the university community.

Objective 4. Integrate culture into campuses. Culture must be part of everyday university life, making campuses lively, accessible, and participatory spaces. Decentralized programming, multifunctional spaces, and partnerships with the local community reinforce the community dimension and the connection between the university and society.

Objective 5. Strengthen museums, collections, libraries, and archives. University museums and collections constitute an exceptional heritage that must be preserved, researched, and disseminated. Likewise, the historical bibliographic and documentary heritage collections, the Historical Library, which brings together bibliographic and documentary collections of high heritage value, and the collection of libraries on each campus and specialized centers, constitute a living heritage that is integrated into university activity. This objective is committed to sustainable management, professionalization, student participation, and the integration of heritage into the university's educational, research, and cultural processes. It is also committed to centralizing and professionalizing the management of the University of Valencia's archives to ensure the conservation, accessibility, and integrity of physical and electronic documents through a specialized service and adequate infrastructure.

Objective 6. Promote research and dissemination of culture and heritage. The aim is to promote cutting-edge research and dissemination projects that take advantage of digitization, digital humanities, and international networks. University cultural heritage is thus conceived as an active resource for research, innovation, and the social transfer of knowledge. In addition, support for high-quality academic and cultural publishing is essential for the transmission of knowledge. This objective includes strengthening good publishing practices, open access, scientific dissemination, and support for journals and collections, consolidating the role of the

University of Valencia as a publishing benchmark.

KEY MEASURES

- Establish a model of participatory governance in culture, in coordination with centers and faculties.
- Open internal calls for cultural creation, mediation, and programming, so that the university community can generate its own projects.
- Support the creation of student content with the creation of a UV Media Studio.
- Promote new hybrid cultural formats that combine presence and digitization.
- Promote the UV's own cultural groups.
- Create a Laboratory of Humanities and Digital Culture.

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Objective 1. Promote participation and cultural identity

- Strengthen the cultural identity of the UV
- Promote participation and collective creation

Objective 2. Consolidate stable, pluralistic, open, and sustainable programming

- Strengthen culture in equality and sustainability

Objective 3. Promote collective and interdisciplinary creation

- Encourage innovation and contemporary cultural practices
- Make university talent visible

Objective 4. Integrate culture into campuses and society

- Promote a vibrant campus with a cultural perspective
- Integrate historical memory and cultural heritage

Objective 5. Strengthen the university's museums, collections, libraries, and documentary archives

- Promote a sustainable management model in university museums and collections
- Develop preventive conservation plans in university museums and collections
- Protect and promote the Historical Library
- Strengthen university libraries and archives
- Centralize and professionalize the management of archives

Objective 6. Promote research and the dissemination of culture and heritage

- Support high-quality publications
- Create a Digital Humanities Laboratory (LabHD-UV)

With this strategy, the University of Valencia will strengthen its role as a cultural and social driving force. **Culture and heritage management** will cease to be complementary activities and become **essential parts of university life, connecting the community with the city and its surroundings**. The UV campuses will become lively, participatory, and open spaces, full of artistic, cultural, and social activity. University life will regain its community character, fostering a sense of belonging and civic commitment among students, teaching and research staff, and administrative and technical staff to the common project of the public university.

In short, the University of Valencia will make culture and university life a living expression of its values, a symbol of its collective energy, and a tool for **building a more humane, more open, and happier university**.

Objective 1. Promote participation and cultural identity

Commitments	Measures	
Strengthen the cultural identity of the UV	1004	Deploy a UV Cultural Strategy 2026-2032 to coordinate all cultural activities and centers and promote the UV Cultura brand as a benchmark for innovation and public commitment.
	1005	Consolidate La Nau, the Cerveró Palace, the Espai Vives, the Botanical Garden, and the Rector Peset Hall of Residence as leading venues for artistic creation and dissemination.
	1006	Promote decentralized cultural programs on all campuses and regional centers, as part of the Culture on Campus program.
	1007	Turn the Palacio de Cerveró into a benchmark for the dissemination of scientific culture for the university community and Valencian society.
	1008	Consolidate the Muntaner Auditorium at Espai Vives as a multimedia space for screenings and live music, restoring it as a benchmark in the Valencian university cultural scene.
	1009	Establish a model of participatory governance in culture, in coordination with centers and faculties, through the creation of two-way and multi-directional channels of communication, dialogue, and cooperation that facilitate the generation of consensual and collaborative initiatives.
	1010	Promote the active participation of the university community in the cultural sphere, encouraging the development of cultural activities by students and promoting mechanisms that reinforce internal cohesion and a sense of belonging.
	1011	Reformulate the institutional and organizational model of the various agents involved in the development of cultural policy, with the aim of achieving greater horizontal and vertical integration.
Commitments	Measures	
Promote participation and collective creation	1012	Consolidate and create new annual Activa Cultura UV calls for artistic, musical, and audiovisual projects by students, teaching and research staff, and PTGAS staff.
	1013	Give students a more prominent role in the design, management, and dissemination of cultural activities and establish mechanisms for academic or curricular recognition for student participation in cultural activities.

	1014	Create new artistic intervention programs on campus, with murals, theater, and cultural activities.
	1015	Open internal calls for cultural creation, mediation, and programming so that the university community can generate its own projects.
	1016	Promote artistic residencies and university creation laboratories.
	1017	Support university associations and collectives that promote participatory culture, encouraging co-creation among students, teaching and research staff, administrative staff, and technical and general support staff.
	1018	Create new cultural groups: big bands, pop-rock groups, groups of young cultural managers, student performing arts groups, digital and technological culture, cultural mediation, etc.
	1019	Support the production and creation of student content by opening a UV Media Studio that provides spaces, materials, and photography, video, and film equipment.
	1020	Offer training in artistic creation in its different forms (literary, plastic arts, audiovisual) to complement those already in place.
	1021	Generate specific calls for theatrical, cinematographic, and audiovisual format creation by UV students.
	1022	Promote new festivals of theater, film, and audiovisual formats created by students within the framework of the networks of which the UV is a part (in Spain, the Xarxa Vives and FORTHEM, and in Latin America).

Objective 2. Consolidate a stable, plural, open, and sustainable program

Commitments	Measures	
Strengthen a culture of equality and sustainability	1023	Promote artistic and exhibition projects on the environment, equality, and democratic memory. The future lies in cultural programming that reflects the diversity of the university community and engages in dialogue with the major contemporary debates.
	1024	Increase female presence and diversity in cultural programs and activities.

	1025	Integrate culture into the UV 2030 Agenda as a tool for education for sustainability and reduce the ecological footprint of cultural events with green production criteria.
	1026	Promote the social and environmental assessment of university festivals and activities.
	1027	Call on public administrations to explicitly recognize cultural training for students as part of higher education.
	1028	Propose the creation of a regional university culture fund for projects and calls for proposals related to emerging student culture.
	1029	Coordinate Espai Vives with local and international initiatives, such as Erasmus+ networks, bilateral agreements, and international consortia for university culture, to give it an international character.

Objective 3. Promote collective and interdisciplinary creation

Commitments	Measures	
Encourage innovation and contemporary cultural practices	1030	Promote new hybrid cultural formats that combine physical presence and digitization: university festivals, themed weeks, participatory audiovisual projects, or digital culture laboratories.
	1031	Promote new cultural and artistic languages in the current creative sphere: participatory audiovisual projects, digital creations, performative actions, micro theater, live music, immersive experiences that combine art and research.
	1032	Ensure inclusion and equal access for all students and university staff. Twenty-first-century universities must embrace culture as a space for experimentation and social learning.
	1033	Promote the incorporation of cultural mediation and communication practices as a core part of education, bringing cultural management closer to students and creating networks of shared responsibility between creators, audiences, and institutions.

	1034	Promote an intersectional perspective in cultural programming and in exhibition and creative proposals: from a commitment to denouncing social inequalities and social exclusion, from feminist, queer, and intercultural practices.
	1035	Create informal meeting spaces—forums, laboratories, micro-festivals, themed weeks—that allow experimentation with new formats and languages.
	1036	Develop the Nau Social program, aimed at the most disadvantaged groups, based on equal opportunities and cultural rights.
	1037	Promote <i>hackathons</i> and co-creation workshops with technologists, developers, digital artists, citizen laboratories, and collaborative science projects with cultural institutions.
Commitments	Measures	
Make university talent visible	1038	Promote the UV's own cultural groups. This means understanding culture as a space where culture is experienced collectively. Therefore, programs that encourage collaborative creation and the direct involvement of the university community must be consolidated.
	1039	Promote interdisciplinary creation laboratories and artistic residencies for students through the creation of cultural mentoring programs between faculty and students, as well as UV cultural managers.
	1040	Transform Culture Classrooms into spaces for co-creation, open to new ideas, where the university acts as a platform for support and experimentation.
	1041	Strengthen cultural communication, leveraging social media, digital platforms, and university media to showcase internal talent and better connect with young audiences.

Objective 4. Integrate culture into campuses and society

Commitments	Measures	
Promote a vibrant campus with a cultural perspective	1042	Schedule cultural and social activities on a regular basis at times that are compatible with teaching.
	1043	Create multifunctional spaces for music, cinema, art, and open debates on campus.

	1044	Promote coexistence and cultural participation programs for international students and UV associations.
	1045	Promote the UV Culture Agenda on Campus, with weekly activities on each campus.
	1046	Promote cultural volunteer programs for students and staff.
	1047	Promote the UV's participation in festivals and cultural events in its municipalities and establish agreements with city councils, foundations, and cultural entities for shared activities.
Commitments	Measures	
Integrate historical memory and cultural heritage	1048	Develop a UV Memory Plan to recover, research, and disseminate the university's historical heritage.
	1049	Organize permanent and traveling exhibitions on the history of the university and Valencian science.
	1050	Collaborate with public institutions and museums on heritage dissemination projects.
	1051	Restore historic spaces as centers of living culture.

Objective 5. Strengthen museums, collections, libraries, and documentary archives of the University

Commitments	Measures	
Promote a sustainable management model in university museums and collections	1052	Deploy a Sustainable Heritage Strategy UV 2026-2032 for the comprehensive sustainable management of our museums and permanent museum collections.
	1053	Design a Protocol for Good Practices in Sustainability in Museums and University Collections, promoting a program of activities that guide society toward a more sustainable present and future.
	1054	Develop a Self-Assessment Guide on Sustainability in Museums and University Collections.
	1055	Improve the spaces, infrastructure, and resources of our museums and permanent museum collections to promote more accessible, inclusive, and sustainable museum projects, as well as areas of activity focused on the conservation and restoration of collections.

	1056	Promote the "Heritage on Campus" Project to raise awareness of the interesting heritage collections housed in our faculties, which represent a true legacy of memory and identity.
	1057	Develop an annual training plan aimed at human resources active in the sustainable management of our university heritage to promote good practices and skills in the sustainable management of our museums and collections.
	1058	Promote good practices in accessibility and inclusion in our museums and heritage collections that strengthen and promote the well-being and health of our university community and society, considering the gender perspective, LGBTQIA+, disability in all its forms (physical, cognitive, sensory, and organic), and an intergenerational approach.
Commitments	Measures	
Develop preventive conservation plans in museums and university collections	1059	Complete and update the inventory and catalog of historical-artistic, natural, scientific, and technological heritage collections at the University of Valencia.
	1060	Achieve recognition for the museums and heritage collections of the University of Valencia that meet heritage requirements.
	1061	Develop diagnostic, monitoring, and risk control plans tailored to the nature of each museum and collection, given the uniqueness and diversity of the universities' heritage collections.
	1062	Define a protocol for action by university museums and collections in emergency situations.
	1063	Define an annual training program for teaching and research staff and technical and administrative staff responsible for the conservation of our university museums and collections.
Commitments	Measures	
Protect and promote the Historical Library	1064	Strengthen and promote the role of the Historical Library in disseminating knowledge and cultural heritage and make it accessible to a wider audience.
	1065	Highlight the bibliographic and documentary heritage as a strategic strength of the UV, such as the recognition of the Historical Library's collections within UNESCO's Memory of the World program.
	1066	Promote stable programs for the dissemination of bibliographic and documentary heritage and strengthen collaboration with museums, archives, and cultural institutions in the region.

	1067	Promote the visibility of the historical collection in the university's cultural programming, integrating the documentary heritage into activities that have a significant impact on the university community and society.
Commitments	Measures	
Strengthen university libraries and archives	1068	Renovate library spaces such as CRAI to adapt them to new uses: collaborative study, digital laboratories, and specialized consultation areas.
	1069	Position UV libraries as cultural references open to the public and increase the institutional visibility of library activities and projects.
	1070	Encourage staff participation in national and international library and historical archive networks, reinforcing the exchange of best practices.
	1071	Promote continuing education programs for library staff, focused on preventive conservation, digitization, exhibition management, and cultural mediation.
	1072	Develop a specific preventive maintenance plan for libraries and archives and improve the environmental and security conditions of document repositories.
	1073	Strengthen the cultural role of university libraries in collaboration with the Culture on Campus program and the Activa Cultura call for students.
Commitments	Measures	
Centralize and professionalize archive management.	1074	Develop the University's Archival System and respond to the challenges of electronic administration and the single electronic archive, with a stable and trained staff structure.
	1075	Provide adequate and sufficient space for the Intermediate Archive and the Historical Archive.
	1076	Differentiate between the scales of library staff and archive and document management staff to ensure specialization and specific training in this field.
	1077	Ensure the preservation and accessibility of physical and electronic documents through professional protocols, adapted spaces, and digital archiving technologies.
	1078	Integrate physical and electronic archives to create a single system that allows for the efficient consultation, management, and evaluation of university documents.

Objective 6. Promote research and the dissemination of cultural, heritage, educational, and scientific knowledge

Commitments	Measures	
Support high-quality publications	1079	Strengthen the application of good editorial and ethical practices in academic publishing.
	1080	Support researchers and collection directors in obtaining the CEA-APQ Seal of Quality in Academic Publishing awarded by ANECA-FECYT.
	1081	Support high-quality UV publications for teaching, scientific, cultural, and heritage dissemination purposes , paying special attention to the interests, issues, and conflicts of our environment.
	1082	Strengthen support for UV scientific journals and their indexing process.
	1083	Increase the number of UV publications in open access , in line with the European open science policy.
	1084	Increase the presence of UV publications at national and international fairs, various channels, and social networks, and work on a commercial strategy to increase sales of both e-books and paper books.
Commitments	Measures	
Create a Digital Humanities Laboratory (LabHD-UV).	1085	Establish the Cultural Observatory, the Cultural Heritage Observatory, and the Global Village as tools for evaluating cultural and heritage management.
	1086	Create a Digital Humanities and Culture Laboratory, which works from an interdisciplinary perspective on the sustainable preservation and reuse of data generated by cultural research and the cultural, natural, scientific, and technological heritage of the University.
	1087	Activate the digitized cultural, natural, scientific, and technological heritage collections of the University of Valencia as a basis for new interdisciplinary lines of research, using techniques such as <i>distant reading</i> , image mining, co-authorship networks, and circulation studies.
	1088	Promote sustainable heritage studies: open cataloging models, semantic enrichment, and background visualization. Generate FAIR data infrastructures in collaboration with libraries and data centers for the creation of interoperable and sustainable datasets.

1089	<p>Promote transdisciplinary training in digital tools and methodologies applied to the study of heritage and culture, through micro-credentials and short postgraduate courses (data visualization and analysis applied to culture and heritage), and mentoring programs for young researchers.</p>
1090	<p>Establish an ecosystem of innovation and transfer between humanists, technologists, heritage managers, and citizens.</p>
1091	<p>Promote the creation of an open database of reusable historical and heritage datasets—equipped with DOI identifiers—and consolidate a stable network of collaboration with cultural and technological institutions that allows for progress in the production, preservation, and reuse of open knowledge.</p>
1092	<p>Promote student participation in the development of final degree projects, master's theses, and doctoral dissertations that highlight the value of the University's museums and collections and their capacity to promote European, international, and industrial doctorates.</p>
1093	<p>Consolidate and leverage the presence and leadership of the University of Valencia in the Spanish University Heritage Network (REPU), the Ibero-American University Heritage Network, and the University of Valencia's recent membership in the European Academic Heritage Network (Universeum) to develop research and outreach projects focused on our university museums and collections.</p>
1094	<p>Promote the participation of the University of Valencia in the Council of Europe's Network of Universities and Cultural Routes, to promote a model of institutional and scientific collaboration that promotes knowledge of Europe's heritage through university alliances that are sustainable and committed to Participatory Cultural and Heritage Rights (DCPP).</p>



COMMITMENT TO THE ONTINYENT AND GANDIA CAMPUSES AND UNIVERSITY-SOCIETY PROGRAMS

The University of Valencia, as a public university with a strong regional focus, plays a key role in the social, cultural, and economic structure of the entire Valencian region. Beyond its historic campuses, over the years the institution has consolidated an **active and committed presence in different regions**, helping to ensure equal opportunities in access to knowledge, culture, and higher education.

In this context, **the Ontinyent and Gandia campuses**, as well as the strategic development of the **university's presence in Sagunto**, are fundamental spaces for reinforcing a model of an open university that is close to and connected with the needs of its environment. These spaces not only host teaching and training activities, but also act as hubs for knowledge transfer, social innovation, and cultural revitalization.

At the same time, programs such as **La Nau Gran** and **Unisocietat** exemplify the University of Valencia's commitment to lifelong learning and its third mission, understood as the social responsibility to give back to citizens the knowledge generated. This strategic project therefore aims to consolidate and expand these lines of action, integrating them into a coherent vision of territorial development and social cohesion.

GENERAL OBJECTIVE

Strengthen the territorial presence of the University of Valencia through the **consolidation, the recognition and development of the Ontinyent and Gandia campuses, the strengthening of its presence in Sagunto, and the promotion of** lifelong **learning programs**, with the aim of promoting a more equitable, innovative university that is rooted in the region and committed to the social, cultural, and economic development of Valencian society.

SPECIFIC OBJECTIVES

Objective 1. Strengthen the Ontinyent Campus and its academic offering. The University of Valencia will reinforce the Ontinyent Campus as a local university space, providing it with sufficient academic, research, and management structures, and promoting the progressive expansion of its offering of bachelor's degrees, master's degrees, micro credentials, and research activities linked to the needs of the region, with the aim of consolidating it as a campus that is fully integrated into the Valencian university system and committed to social cohesion and local development.

Objective 2. To turn the Gandia Campus into a university center for innovation, transfer, and lifelong learning. The Gandia campus will be consolidated as a hub for regional innovation and knowledge transfer, focused on lifelong learning, by

strengthening the range of postgraduate courses, micro-credentials, and collaboration programs with companies and institutions, with the aim of integrating the university into the economic, social, and cultural ecosystem of La Safor and reinforcing the regional impact of the University of Valencia.

Objective 3. Develop the presence of the University of Valencia in Sagunto. The University of Valencia will develop a stable and strategic presence in Sagunto by promoting lifelong learning, micro-credentials, and university extension activities linked to cultural heritage, historical memory, industry, and logistics, in collaboration with local institutions, with the aim of strengthening the connection between the university, the region, and the productive fabric.

Objective 4. Consolidate La Nau Grande and Unisocietat. The University of Valencia will consolidate La Nau Gran and Unisocietat as fundamental pillars of lifelong learning and the university's third mission, strengthening their regional implementation, diversifying their content, and ensuring institutional recognition of teaching, with the aim of guaranteeing equitable access to knowledge, promoting citizen participation, and reinforcing the university's social commitment.

KEY MEASURES

- Promote the incorporation of the Degree in Veterinary Medicine at the Ontinyent Campus, accompanied by the creation of new teaching and research infrastructures for the Campus.
- Create a micro Science Park in Ontinyent, which will also promote a UVemprén Hub and Start-ups.
- Strengthen the academic and professional presence of the UV in Gandia, with the expansion of its own master's and postgraduate programs and the creation of a Hub of Chairs coordinated by the Joan Noguera Chair of Territorial Thought.
- Establish a permanent presence of the UV in Sagunto, through the development of a University Extension Center at "La Gerencia" through collaboration and agreement with the Sagunto City Council.

INDEX OF OBJECTIVES AND COMMITMENTS

Objective 1. Strengthen the Ontinyent Campus and its academic offering

- Reinforce the structures and infrastructure of the Campus
- Expand the academic and research offerings
- Promote student integration

Objective 2. Turn the Gandia Campus into a university center for innovation, transfer, and lifelong learning

- Turn Gandia into a living laboratory of applied knowledge

Objective 3. Develop the presence of the University of Valencia in Sagunto

- Promote highly specialized continuing education in Sagunto

Objective 4. Consolidate La Nau Gran and Unisocietat

- Strengthen territorial development programs
- Maintain and strengthen La Nau Gran

Together, these strategic objectives reinforce a **model of the University of Valencia that is rooted in the region, committed to equal opportunities, and focused on the social, cultural, and economic development of the Valencian regions** through a balanced university presence, a firm commitment to innovation and knowledge transfer, and the consolidation of lifelong learning as a fundamental pillar of its public service.

Objective 1. Strengthen the Ontinyent Campus and its academic offering

Commitments	Measures
Strengthen the structures and infrastructure of the Campus	1095 Comprehensively improve facilities, increasing the capacity and quality of offices, classrooms, and common areas, and ensuring a functional and modern environment.
	1096 Build a multifunctional sports facility to encourage physical activity among the campus university community.
	1097 Provide classrooms and offices with the appropriate technology and sufficient digital resources to enable hybrid, inclusive, and high-quality teaching.
	1098 Design a friendly and welcoming university environment that reinforces the sense of belonging and facilitates the full integration of the student body.
	1099 Strengthen the academic, administrative, and governance structure so that it is sufficient to carry out the teaching, research, and management tasks carried out at the Ontinyent Campus.
	1100 Develop the Ontinyent Campus library and study areas.
Commitments	Measures
Expand academic and research offerings.	1101 Promote the incorporation of the Veterinary Medicine Degree at the Ontinyent Campus, accompanied by the creation of new teaching and research infrastructure: laboratories, collaborative workspaces, and specialized classrooms.
	1102 Promote local research activity, with specific support for projects linked to the region, health, and sustainability.
	1103 Study the incorporation of new master's degrees, as well as double degrees related to the degrees currently offered at the Campus.
	1104 Promote micro-credentials rooted in local needs and encourage and facilitate the completion of postgraduate degrees specific to the Ontinyent Campus.
	1105 Create a micro science park in Ontinyent, which will also promote a UVempren and Start-ups HUB, as well as the establishment of a project and transfer office on campus.

Commitments	Measures
Promote student integration	1106 Promote student integration with an active connection between the Ontinyent and Valencia campuses, and transport facilities for attending seminars, cultural and educational activities.
	1107 Enable students to enroll in some elective courses taught in Valencia, especially in higher-level courses, thus expanding their educational opportunities.
	1108 Create incentives for teaching and research staff to participate in academic projects and activities on campus, strengthening integration into the local university dynamic.
	1109 Promote activities that foster university life and a sense of belonging, such as cultural, sporting, and scientific outreach events shared between campuses.
	1110 Promote short residencies for guest researchers at the Ontinyent Campus.
	1111 Organize international conferences and events on regional innovation, economics, and industry, with the participation of public institutions and local companies.
	1112 Extend the grants and activities of La Nau Gran, with a specific call for grants for the Ontinyent Campus.
	1113 Expand the range of sports activities and language courses in Ontinyent, as well as the exams offered by the Language Center.
	1114 Expand the cultural and leisure activities on offer, creating a cultural program of its own that is integrated into the UV's overall proposal.
	1115 Incorporate gender perspective, equality, and diversity into all activities.
	1116 Promote educational programs for young people and high schools in the Valle d'Albaida that connect with the University.

Objective 2. Turn the Gandia Campus into a university center for innovation, transfer, and lifelong learning.

Commitments	Measures
Turn Gandia into a living laboratory of applied knowledge.	1117 Create a coordination committee for the Gandia Campus Development Plan, made up of representatives from the governing team, the Gandia International Center, the chairs, the City Council, and collaborating entities.
	1118 Strengthen the academic and professional presence of the University of Valencia in Gandia by expanding the range of master's and postgraduate degrees offered, with incentives for teaching staff at the outset.
	1119 Develop short-term programs, micro-credentials, and professional certificates in digital skills, social innovation, and green transformation.
	1120 Promote collaboration with local companies for internships, final projects, and job placement.
	1121 Strengthen the cultural, social, and international dimension of the Campus.
	1122 Create a Hub of Chairs coordinated by the Joan Noguera Chair of Territorial Thought, with new chairs in strategic areas: sustainable tourism and coastal landscape, mental health and social welfare, agri-food innovation and rural economy, law, governance, public services and territory for the Public Administration, logistics management, supply chain, and sustainable mobility for the CCVs.
	1123 Generate an active R&D&I ecosystem in Gandia, capable of generating projects with a direct economic and social impact, and position the Campus as a benchmark in territorial innovation.
	1124 Strengthen the Joan Noguera Chair Regional Observatory as a center for territorial data analysis, socioeconomic diagnosis, and support for public decision-making.
	1125 Promote short stays for guest researchers at the Gandia headquarters.
	1126 Organize international conferences and events on territorial innovation and sustainability, with the participation of public institutions and companies.
	1127 Strengthen La Nau Gran with new itineraries related to science, technology, digital culture, and social innovation, and offer grants for students at La Nau Gran in Gandia.

	1128	Redesign the Universitat d'Estiu de Gandia as a forum for ideas, with the participation of the hub's professors and local agents.
	1129	Expand the cultural program: exhibitions, theater, debates, music, science in the street.

Objective 3. Develop the presence of the University of Valencia in Sagunto

Commitments	Measures
Promote highly specialized continuing education in Sagunto	1130 Develop ongoing training through university-specific degrees and micro-credentials tailored to the needs of Sagunto, in archaeology, heritage, history and labor memory, economics, industry, and logistics.
	1131 Promote the development in Sagunto of a center for highly specialized continuing education in archaeology, underwater archaeology, and preventive conservation, cultural heritage, and its labor and industrial memory, in collaboration with the City Council and the Generalitat, taking advantage of the direct work at the sites preserved in Sagunto and the relationships already established for Sagunto a Escena, Ludi Saguntini, etc.
	1132 Establish a permanent presence of the University of Valencia in Sagunto, through the development of a University Extension Center at "La Gerencia" through collaboration and agreement with the City Council of Sagunto.
	1133 Integrate a range of European micro-credentials into the training offered in Sagunto, beyond the current offering of the Nau Gran and seasonal universities, associated with Sagunto's industrial (batteries, chemical industry, logistics, etc.) and economic potential.
	1134 Develop academic mentions for degrees, in collaboration with Sagunto's industrial fabric, especially in the fields of chemistry, engineering, and economics.
	1135 Strengthen the Nau Gran in Sagunto and cultural activities in collaboration with the Sagunto City Council.

Objective 4. Consolidate La Nave Grande and Unisocietat

Commitments	Measures
Strengthen territorial development programs	1136 Maintain and develop agreements with local councils for the sustainable development of Unisocietat programs linked to the local associative fabric and the local development needs of the territories.
	1137 Promote the development of micro-credentials and specialized continuing education, addressing the needs of university campuses in the different locations with which the University of Valencia has agreements.
	1138 Promote the development of our own social innovation projects that articulate the transfer of knowledge with our territory (Knowing the territory, learning outside the classroom, Applied projects, etc.).
	1139 Promote the touring of exhibitions and cultural activities in the region, based on a commitment to equal opportunities, cultural rights, and knowledge democracy, thereby spreading the prestige and social recognition of the University and its scientific and cultural output aimed at society.
	1140 Promote University-Society Programs as mechanisms to reinforce the institutional visibility of cultural activities as a factor of prestige and social projection and consolidate cultural and social transfer to the territory and citizens, integrating the cultural dimension into the mission of university public service.
	1141 Promote the transfer of scientific culture to the region and its citizens, as well as receive from them the knowledge and concerns that contribute to a freer and more democratic society, through Seasonal Universities as a fundamental means of this interaction, as well as through other University-Society calls and programs.
	1142 Prioritize rural areas and municipalities at risk of depopulation in activities involving the transfer of scientific knowledge and culture, promoting the active participation of citizens and strengthening the social and cultural development of these areas.

Commitments	Measures
Maintain and strengthen La Nau Gran	1143 Develop and update the already established training programs for people over 50, La Nau Gran.
	1144 Extend La Nau Gran grants, creating a specific call for students from Valencia, Ontinyent, Gandia, and Sagunto.
	1145 Recognize the teaching provided by Nau Gran faculty.
	1146 Strengthen La Nau Gran in Gandia, Ontinyent, and Sagunto with new itineraries: science, technology, philosophy, arts, humanities, digital culture, and social innovation, etc.



OPEN LETTER TO THE UNIVERSITY COMMUNITY

Dear members of the university community,

This electoral program is not just a document of intentions or a set of proposals: above all, it is a reflection of a shared journey. A journey made up of conversations, attentive listening, complicity, and honest disagreements that have helped us to better conceive of the University of Valencia that we want and need.

I would like to express my deepest gratitude to all those who have participated in the development of this program: students, teaching and research staff, technical, management, administrative, and service personnel, departmental teams, management teams, union representatives, associations, and student groups.

In short: people who have generously dedicated their time, ideas, and energy to sharing their experiences, concerns, visions and proposals for the future. Without this collective involvement, this project would not exist.

Over the past few months, I have visited the different campuses of the University of Valencia with one clear conviction: only through proximity and genuine dialogue can an institution as diverse and rich as ours be governed.

Every visit, every meeting, and every conversation has been an opportunity to learn, to listen to different realities, and to confirm that the strength of the university lies in its people. This program was born from those voices and that shared reality.

The proposal we are presenting is consistent with an understanding of university governance based on participation, trust, and shared responsibility. I firmly believe that the University of Valencia can only move forward if it does so hand in hand with its community, recognizing the value of collective knowledge and accepting that governing is, first and foremost, about listening, dialoguing, and building together.

That is why this is an open, evolving program. It is not meant to close debates, but to open them; not to impose a course of action, but to share it. This program is an invitation to continue contributing to, improving, and enriching this project over the coming weeks, because the university we envision will only be possible if it is a collective effort.

I invite you to send us your contributions via the website www.angelessolanes.es

With enthusiasm and hope for a responsible transformation of our University, I invite you to make this project your own so that we can continue to move forward in making the University of Valencia even better.

Ángeles Solanes Corella

Candidate for Rector

University of Valencia

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