plan estratégico 2025-2030

Executive Summary

The opportuniy to project the future of our School

INDEX

1. INTRODUCTION

The following executive summary, which is not exhaustive, presents the main elements of the EINA Strategic Plan 2025-2030, which is accessible in its complete version on the website of the School of Engineering and Architecture of the University of Zaragoza.

This strategic plan sets a clear direction for the School in a global context of rapid and profound change. It identifies sustainability, digitalisation, technological innovation and energy transition as key challenges. These challenges become opportunities to position the School as a benchmark in the training of Engineering and Architecture professionals.

The main goal is to guarantee a comprehensive and cutting-edge education that develops technical skills, as well as ethical values and a social commitment that has a positive impact on our society.

The Strategic Plan 2025-2030 positions EINA as an adaptive, innovative institution committed to its environment. With a balanced approach between academic excellence, sustainable development and social responsibility, seeking to respond to current needs and anticipate future challenges.

The success of this Plan depends to a large extent on active collaboration with the Government of Aragon and regional, national and international institutions. These alliances will make it possible to mobilise resources, develop innovative projects and strengthen the role of the EINA as an economic and social driving force in the region.

2. EXTERNAL AND INTERNAL ANALYSIS

Key factors in the external environment that will impact on EINA:

Political: Education and environmental policies offer opportunities to adapt to quality standards and promote sustainability. The forthcoming Technology Park represents a great opportunity to strengthen the connection between the School and the business community.

Economic: The arrival of technology companies such as Microsoft and Amazon in Aragon represents an opportunity to link education with industry, improve career prospects and contribute to regional economic development.

Social: Growing environmental awareness and inclusive policies can transform EINA into a more equitable school aligned with the SDGs.

Technological: The rise of AI and digitalisation require curricular updates, infrastructure improvements and the creation of strategic alliances to achieve a competitive School.

Ecological: The integration of sustainability in all teaching and management activities should be promoted.

Legal: Adapting to regulations such as RD 822/2021 will allow EINA to offer a more inclusive, flexible and labour market-oriented education.

Taken together, the above factors call for a strategic response that takes advantage of opportunities, consolidating EINA's role as a leader in higher education and as a driver of change in its environment.

The internal analysis has shown EINA's main resources and capabilities as well as areas for improvement in order to achieve its strategic objectives:

Resources: Solid and advanced infrastructure, with well-equipped laboratories and technical spaces. Qualified human team, with recognised teaching and technical staff. High technological capacity that supports teaching, research and innovation. Commitment to continuous improvement, backed by the favourable ACPUA report for the renewal of Institutional Accreditation.

Improvement areas: Increase the offer of degrees in English and develop joint programmes with other universities, both national and international. Modernise equipment and technological resources to avoid obsolescence. Reduce bureaucracy and promote internal coordination to streamline processes. Strengthen policies to attract and promote teaching and research talent.

EINA has a solid base to face the strategic challenges, but it needs to reinforce innovation, internationalisation and efficient resource management to consolidate its position as a reference institution.

3. SWOT ANALYSIS

The strategic diagnosis provided a comprehensive vision of the EINA and has been the basis for defining future strategies.

Strengths: EINA's academic and professional reputation, recognised by employers and external collaborators. Highly qualified teaching and research staff (PDI) and technical staff (PTGAS). Solid relationship with industry and the local and international companies. Advanced technological capacity and specialised technical spaces, such as well-equipped laboratories. Commitment to sustainability, innovation and continuous improvement, reflected in institutional values and quality certifications. Network of national and international contacts that favours mobility and strategic alliances.

Weaknesses: Excessive bureaucracy and administrative processes which hinder decision-making and innovation. Lack of sufficient financial resources to develop all the projects proposed. Infrastructure and equipment, in some cases obsolete and in need of updating. Resistance to change in certain sectors of the university community. Need to reinforce the attraction of international students and to increase the educational offer in English.

Opportunities: Arrival of large technology companies in Aragon (Microsoft, Amazon), which offer opportunities for collaboration, research and improved employability of students. Growing interest in sustainability and the Sustainable Development Goals, which can position EINA as a leader in sustainable practices. Increase in mobility programmes, such as Erasmus+, which enhance internationalisation. Advances in digital technologies and teaching methodologies, which can improve the educational experience. Government support and European funding programmes that promote innovation, sustainability and internationalisation projects.

Threats: High international competition in the education sector, especially in masters and advanced training programmes. Significant dependence on public funding, limiting investment capacity. Demographic decline which could reduce the number of students in the coming years. Constant changes in educational regulations, requiring continuous adaptation. Rapid advances in technology, which generates a risk of obsolescence in equipment and methodologies if action is not taken quickly.

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4. QUALITY POLICY

Purpose: To achieve an integral education of the student, with and for our society.

Mission: EINA's mission is to generate and transmit knowledge in the fields of Engineering and Architecture through higher education, research, development, innovation and the dissemination of scientific, technical and technological culture, acting as a driving force for sustainable social progress, with a special impact on our region.

Vision: EINA aims to be a university centre of reference at national and international level in the fields of Engineering and Architecture, seeking excellence and continuous improvement in all its activities; promoting an inclusive and labour market-oriented higher education that prepares its students to be leaders who contribute to the creation of a more equitable and sustainable future.

Values: Based on ethics, sustainability, innovation and continuous improvement, we are committed to knowledge transfer, diversity, interdisciplinary collaboration, and academic freedom.

General goals: To educate engineering and architecture professionals who are highly qualified thanks to their in-depth scientific, technical and technological knowledge, their critical culture, and their solid human and social values, who are entrepreneur, decisive and able to respond to social demands through the knowledge, enhancing their employability.

EINA is committed to applying the Sustainable Development Goals of the UN's 2030 Agenda in the 4 areas of the university field: Teaching, Research, Management and governance, and Social leadership.

To be a driving force for social progress, establishing continuous communication with companies and regional, national and international institutions to enable technological evolution, transforming our environment and promoting the creation, transfer and dissemination of knowledge.

To promote the continuous improvement of the education offer and the processes of education of professionals and knowledge transfer, through a system of internal quality assurance, whose permanent monitoring and evaluation facilitates and helps to fulfil the strategic aims and objectives.

5. STRATEGIC PILLARS AND OBJECTIVES

The Plan's objectives and main proposals are organised into six fundamental strategic axes:

Pillar 0: Identity and commitments to society. Consolidate the image of EINA as a leading institution in academic and research excellence. Maintain certifications and quality seals that guarantee academic excellence.

Pillar 1: Training and learning. Improve academic success and reduce the drop-out rate through tutoring and support programmes. Promote innovative and transversal teaching methodologies, as well as continuous assessment. Expand the teaching offer with interdisciplinary degrees, dual training and international programmes.

Pillar 2: People and community. Promote integration and a sense of belonging among students, teaching and research staff and PTGAS. Promote healthy habits and diversity through cultural and sporting activities and inclusion programmes. Increase student participation in associations and representative bodies.

Pillar 3: Intelligent and sustainable infrastructures. Transform the Ebro River Campus into a model of sustainability through sensorisation and the promotion of renewable energies. Renovate facilities to adapt them to academic and research needs. Create friendly spaces that encourage coexistence and collaborative learning.

Pillar 4: Internationalisation and alliances. Increase international collaborations, especially with prestigious universities and companies. Improve the educational offer in English and establish joint programmes with other institutions. Attract talent through scholarships, research projects and international internships.

Pillar 5: Communication and social projection. Improve internal and external communication to project the image of EINA as an educational and social reference. Increase knowledge transfer through events and collaborations with industry and society.

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Universidad** Zaragoza

TRANSVERSAL GOALS

The strategic pillars are underpinned by four transversal goals :

1. **Digital Transformation:** Integrate digital tools in teaching, management and research.

2. **Sustainable Development:** Promote practices aligned with the Sustainable Development Goals (SDGs) of the 2030 Agenda.

3. **Quality:** Ensure continuous improvement processes at all levels of the institution.

4. **Innovation:** Foster creativity and entrepreneurship in students and staff.

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