Universitat de Lleida

Procedure: DEFINE AND DEVELOP THE CENTERS' IMPROVEMENT OBJECTIVES	PG 01
Responsible unit: TEACHING QUALITY AND PLANNING	
Approved by: **Francisca Santiveri Morata** **Vice-rector of Academic Planning and Quality**	
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| HISTORY OF EDITIONS			
No. version	**Date Elaboration**	**Date Approval**	**Summary of reasons for change**
1.0	April 2009	April 2009	Initial edition
2.0	June 2010	June 2010	Incorporation of evaluation results AQU Catalunya
3.0	October 2013	October 2013	Review and improve procedures
3.1	May 2016	May 2016	Minor changes internal review
3.2	March 2018	Electronic signature	Minor changes internal review
4.0	March 2020	Electronic signature	Changes in operational content
5.0	June 2022	Electronic signature	Changes in operational content

INDEX

PREPARATION / REVIEW

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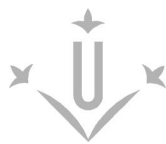
1. OBJECT

The purpose of this procedure is to define, plan and evaluate the center's improvement objectives over the course of a period, within the framework of the Center's and the University of Lleida's Quality Policy.

2. SCOPE OF APPLICATION

This procedure will apply to the UdL's own centers.

3. SCOPE OF DISSEMINATION

This procedure must be brought to the attention of the Management, the managements and deanships of the center and the Quality and Teaching Planning unit.

4. RELATED PROCESSES

This procedure is part of the Plan process at center/unit level (A16).

5. RELATED MANAGEMENT SYSTEMS

This procedure is included in the scope of the UdL's Internal Quality Assurance System.

6. DEFINITIONS

Quality Policy: Global framework that guides an organization to commitment to service quality, results, user satisfaction and stakeholders. The center defines a set of quality commitments that the management team will develop throughout their mandate.

Quality objectives: Set of proposals that you want to achieve during a period with the purpose of improving the institution, the training offer, the unit or the services that are evaluated. Each objective is associated with a monitoring indicator that measures the degree of fulfilment of the objective.

7. REFERENCES / REGULATIONS

The normative framework for the development and subsequent revisions of the improvement objectives is:

- Agreement no. 11/2022 of the Governing Council of February 23, 2022, which approves the Strategic Plan of the UdL 2030
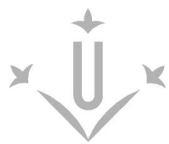
- Agreement no. 75/2009 of the Governing Council of March 2009, which approves the revision of the program of improvement agreements with the centers within the framework of the new system of financing the centers of the UdL.

8. OPERATIONAL CONTENT

8.1 DESCRIPTION OF THE ACTIVITY

1. Develop the center's Improvement Plan

The center's Quality Policy includes a set of quality commitments that the center's management team deploys throughout its mandate. The center's Quality Policy is specified in a set of objectives, measured through indicators, which are developed through the actions that are identified in the operation of different procedures:

a) Annually, the center's academic managers coordinate the preparation of degree follow-up reports drawn up by the coordinators and validated by the center's Quality Committee. The evaluation of the results of the academic year serves to identify the improvement actions that are to be taken, with the participation of all the people involved (procedure PG03 Review and improve the training programs).

b) Also annually, the center monitors its SGIQ based on the analysis of the key indicators of the procedures (procedure PG31 Review and improve the SGIQ).

c) Periodically, those responsible for the degrees organize meetings with the students of each degree in order to collect the complaints and suggestions of this group. These complaints also generate improvement actions. (procedure PG32 Manage complaints and suggestions in the center).

Once the relationship between the previous actions and the center's quality commitments has been assessed, the Quality Committee incorporates them into the Improvement Plan, with the identification of the person responsible, priority and deadline for execution.
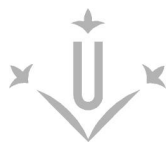
2. Prioritize and agree improvement actions with the centers

As part of its financing, the center has a budget item related to the development of objectives prioritized by the UdL.

The UdL, through the review of the SGIQ indicators carried out by the university's managers, defines a set of objectives and improvement actions that it incorporates into the Program Budget (PG24 Define and develop the policy and improvement objectives of the university).

Among the objectives prioritized by the UdL, the center decides which ones are most aligned with its Quality Policy and incorporates them as strategic actions in its Improvement Plan for the center, once the indicators have been agreed with the university's academic managers monitoring and associated funding.

This selection and prioritization is formalized with the signing of the Agreements between the rectorate of the University of Lleida and the center in which the management or deanship of the center, the Management and the Vice-rectorate responsible for quality participate.
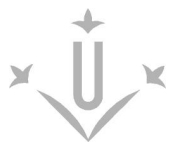
3. Order the transfer of budget items

Once the Agreements have been signed, the management is responsible for ordering the transfer of the initial item associated with the signing of the agreements. The rest is linked to the achievement of the set objectives and the monitoring of the indicators.

4. Justify the prioritized actions

The management or deanship of the center completes the monitoring of the improvement actions by sending to the Vice-rector responsible for quality the documentation associated with the achievement of the objectives and the actions prioritized and included in the Agreements.

5. Assess compliance

The degree of compliance with the indicators associated with the objectives and actions prioritized in the Agreements, which is carried out in the month of December,

determines the amount of the transfer of the corresponding budget items. Those responsible for the management of the Agreements with the centers program (representatives of the UdL management team and the head of the Teaching Quality and Planning unit) value the fulfillment of the agreed objectives, which are measured from of the monitoring indicators included in the signed agreements, and prepare a resolution proposal that is communicated to the centers.

6. Review the compliance assessment

The monitoring committee of the Agreements, made up of those responsible for the management of the program and representatives of the center, agree on the final assessment of the fulfillment of the actions. The center can propose sending additional information to improve the result of the indicators.
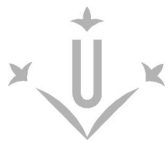
If necessary, those responsible for the management of the Agreements program, in view of the additional information sent by the center, reviews the compliance of the actions and makes a definitive assessment of the percentage of compliance.

7. Order transfer of budget items

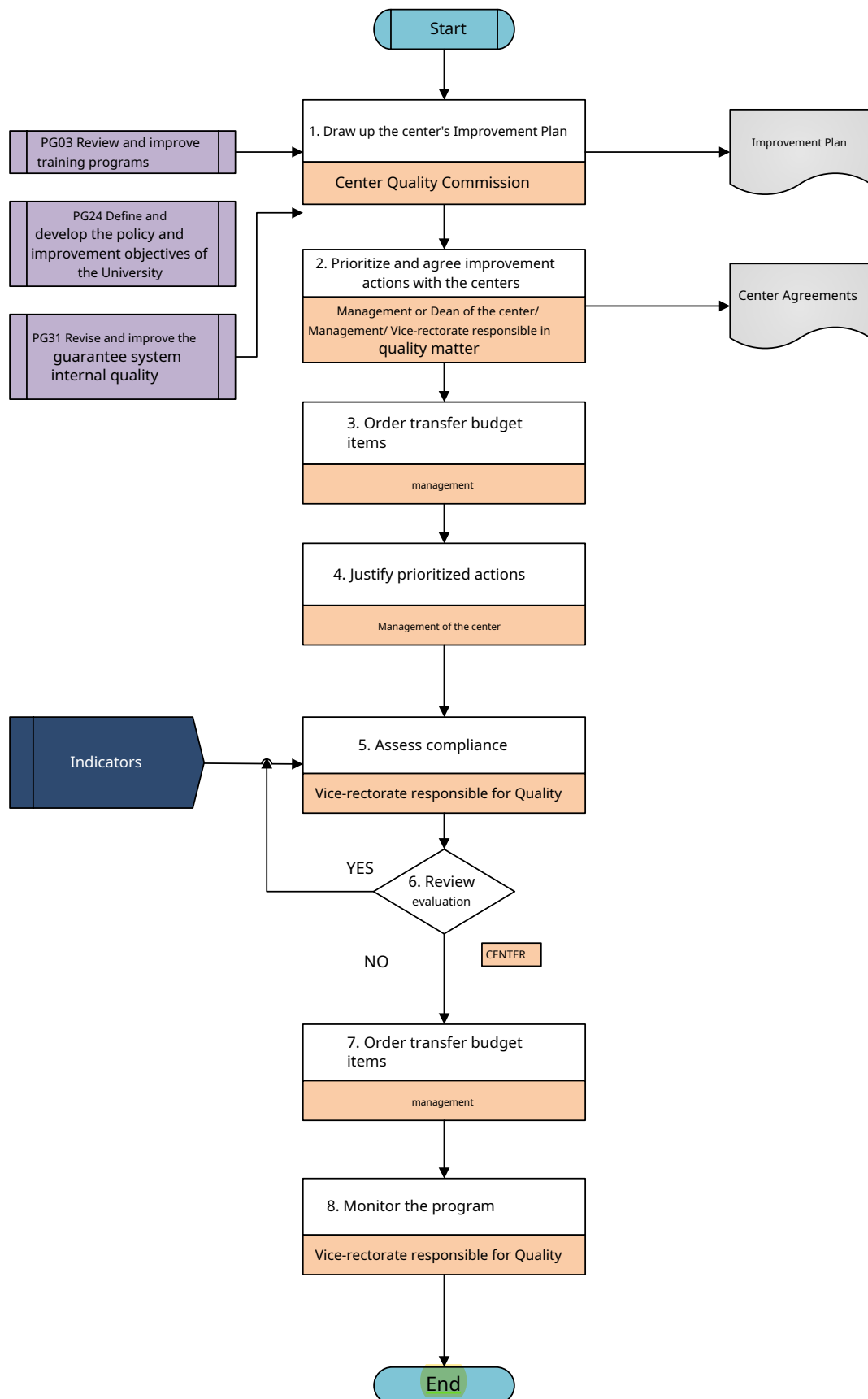The Vice-Rectorate responsible for quality is responsible for ordering the transfer of budget items according to the degree of compliance with the monitoring indicators in each centre.
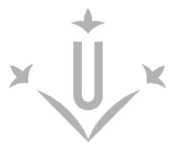
8. Follow the program

In the annual review, the main results obtained by the centers responsible for the implementation of the actions are presented and the improvements to be introduced based on the results obtained are discussed.

8.2 ACTIVITY FLOW

Start

PG03 Review and improve training programs

PG24 Define and develop the policy and improvement objectives of the University

PG31 Revise and improve the guarantee system internal quality

1. Draw up the center's Improvement Plan

Center Quality Commission

Improvement Plan

2. Prioritize and agree improvement actions with the centers

Management or Dean of the center/ Management/ Vice-rectorate responsible in quality matter

Center Agreements

3. Order transfer budget items

management

4. Justify prioritized actions

Management of the center

Indicators

5. Assess compliance

Vice-rectorate responsible for Quality

YES

6. Review evaluation

CENTER

NO

7. Order transfer budget items

management

8. Monitor the program

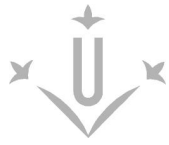Vice-rectorate responsible for Quality

End

8.3 RESPONSIBILITIES IN THE PROCEDURE

• **Vice-rectorate responsible for quality:** Review and agree with the center the annual improvement agreements.

• **Management:** It guarantees the transfer of budget items associated with the fulfilment of monitoring indicators.

• **Center management/deanship:** He must identify and agree with the university the actions to be carried out in his center, which will form part of the financing agreements. Prepares the Center's Improvement Plan based on the proposals for improving degrees, the monitoring of the Internal Quality Assurance System (SGIQ) and the framework actions identified in the UdL's Program Budget.

• **Commission for monitoring the agreements with the centers:** Formed by the person responsible for the center (or the person to whom they delegate), the vice-rector responsible for quality, the manager and the head of the Quality and Teaching Planning service. It is responsible for assessing compliance with the agreed objectives, based on the monitoring indicators included in the signed agreements.

• **Center Quality Committee:** Body that assumes leadership in matters of quality and development of the center's internal quality assurance system.

• **Teaching Quality and Planning:** Participates in the monitoring of the annual agreements by ensuring that the necessary information is available for the review of the associated indicators. It guarantees the documentation associated with the whole process.

9. PARTICIPATION OF INTEREST GROUPS

The quality policy of the UdL is discussed and approved by the CAU. This committee guarantees the participation of teaching staff, students and administrative and service staff in the development and approval of the UdL's quality policy.

With regard to the centers' improvement objectives, these are analysed within the framework of the centers' quality commission, in which there is representation from the management team, teaching staff, students and administration and service staff.

10. RECORDS / ARCHIVE

Document	Responsible / custodian
Agreements between the rectory and the management of the center	Vice-rectorate responsible for quality