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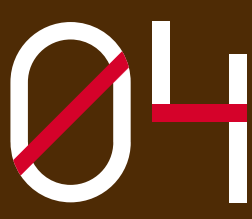
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Foreword



UNIVERSITAT
POMPEU FERRER
Barcelona

Dear members of the UPF university community,

Throughout our history, Pompeu Fabra University has demonstrated that ambition and rigour are an indispensable part of civic commitment and the will to effect change. Today, with this new 2026–2037 Strategy, we continue to advance with the same determination that has guided our steps from the start: to build a university that holds itself to the highest standards, is rooted in the country yet open to the world, and is capable of anticipating and leading change.

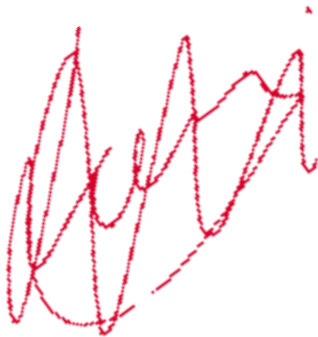
The period ahead is a crucial one. We are living in a time of profound uncertainties and rapid technological, social, environmental, and geopolitical transformations that directly challenge the role of public universities. In this context, we want to reaffirm our mission, namely, to train individuals to think critically and use their own judgement, create knowledge with real societal impact, and actively contribute to a fairer, freer, and more sustainable society. And we do so with the conviction that defending academic rigour, scientific evidence, and plural debate is more necessary today than ever.

The next twelve years will also be decisive for our university. The people who founded Pompeu Fabra University and spent their academic and professional careers here will retire, and new generations of teaching and research staff and technical, management, and administrative and service staff will take up the mantle of institutional leadership. Furthermore, nearly 30,000 new students will pass through our classrooms over the period, and, in all likelihood, a significant part of everything we do today will be done very differently.

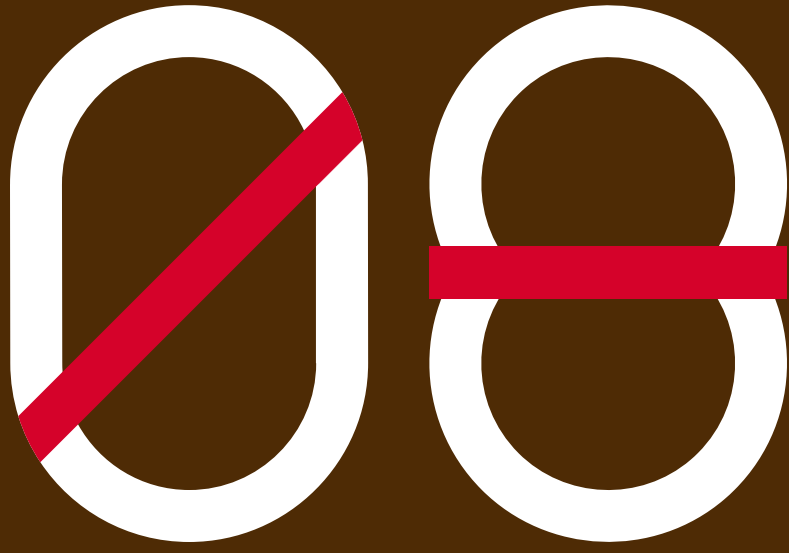
This Strategy is not just a roadmap; it is also a collective invitation. An invitation to solidify our status as a leading European research university, promote a distinctive and personalized educational model, strengthen a plural and cohesive community, and bolster the image we project from Barcelona and Catalonia to the world. It is also an invitation to network, to be socially responsible, and to make evaluation and a culture of evidence the foundations of our excellence.

None of this, however, will be possible without the talent, generosity, and commitment of all the people who are part of our community: students, teaching and research staff, technical, management, and administrative and service staff, and alumni. Nor can we do it without the involvement of all our partner institutions and organizations. I invite you all, then, to join us in this collective effort. This Strategy is the result of a participatory process shared by numerous members of our university community; it will only become a reality if we all make it our own.

So let us look to 2037 with ambition and confidence. We want to be an even more relevant, open, and courageous university, a university capable of not only adapting to the future, but also decisively helping to build it.

A handwritten signature in blue ink, appearing to read 'Laia de Nadal', with a stylized, cursive script.

Laia de Nadal
Rector
Pompeu Fabra University



The new strategy

In 2015, coinciding with its twenty-fifth anniversary, Pompeu Fabra University decided to draw up a ten-year strategic plan. That plan was launched with the ambition of guiding UPF at ‘a turning point, marked by a global paradigm shift’ and, at the same time, with the aim of highlighting the specific distinctive features that make it unique within the Catalan and Spanish university system. A decade on, it is not a stretch to say that, thanks to that plan and the effort and professionalism of the entire community, **our university** has adapted to an increasingly dynamic environment, has met most of the challenges that have arisen, and, ultimately, **has consolidated its position as a university that holds itself to the highest standards, is committed to society, and is dedicated to recruiting and promoting talent.**

Now, though, the time has come to **renew the firm commitment** that drove that first plan and to **continue building a unique university of the highest quality, a benchmark** in the fields of teaching, research, knowledge transfer, and management.

It must also be a university of which all members of our university community and society as a whole can feel proud. This pride must be grounded in the irreplaceable role of public

universities as drivers and guarantors of democratic health, forums for plural debate, respectful disagreement, and the defence of fundamental rights. In a context increasingly marked by disinformation and polarization, Pompeu Fabra University must redouble its commitment to defending scientific evidence, informed knowledge, and academic rigour as essential public goods, in service to people and institutions.

To this end, the new strategy – which sheds the concept of ‘plan’ and is conceived of instead as a set of more general guidelines for defining more specific plans – continues to look ahead and is organized around two main aspirations: firstly, to ensure that Pompeu Fabra University remains **a leading, ethically robust university, in constant pursuit of improvement;** and, secondly, to bolster its position as **a research-intensive university that aims to transform and meaningfully impact its environment through all the activities it carries out.** Of course, our university must be able to adapt to the framework and conditions it operates in, but it must also get ahead of them and actively work to change them, in order to better fulfil its mission and, in so doing, contribute even more to society, the environment, and culture.



In order to undertake this new endeavour with rigour and guarantees of success, however, **we must bear in mind the transformations that have taken place in recent years**, which reflect a very different dynamic reality from that of a decade ago. Briefly, these changes can be grouped into three complementary planes or levels:

Firstly, **changes in the international system** associated with the declining influence of states vs non-state actors; the growing weight of non-Western countries and regions, especially East Asia; the worsening climate emergency; rising inequality; the advent of new transnational and global challenges, such as the Covid-19 pandemic; and the emergence of movements and leaders who advocate an authoritarian worldview.



Secondly, **changes in the field of higher education** linked to the new expectations of younger generations; the different needs of a constantly evolving job market; an ageing population; socio-demographic changes; the growing weight of private universities in the Spanish university system and emergence of some universities of questionable quality; increased regulatory pressure; the proliferation of non-university actors offering training programmes; or the technological revolution unleashed by generative artificial intelligence.

And, thirdly and finally, **internal changes** at our own university, including greater organizational complexity; a significant increase in funding obtained through competitive calls (which, in turn, entails an increase and transformation of management); the retirement of a large part of the community that played a central role in the initial definition of Pompeu Fabra University; or the arrival of new staff, who make our community increasingly plural.

All these changes have had and continue to have a significant impact on Pompeu Fabra University, which must be capable of identifying and seizing the opportunities inherent to them, prioritizing those that can best help it become an even better university. Whilst **this strategy** certainly does not offer solutions for all challenges, it **aims to be a good roadmap and guide to help Pompeu Fabra University continue to make progress towards its goals**. And it does so with the conviction that, to achieve the goals it has set, the University cannot do it all, let alone all at once, but rather must strike (sometimes difficult) balances and prioritize those issues that will do most to make those goals a reality. This strategy builds on the previous plan, updating and expanding it, emphasizing the aspects that make UPF a different and unique university. And, like its predecessor, it aims to continue being a useful tool to help us remember where we come from, reconnect with our present, and, from the moment it is approved, guide us on the path to becoming the university we dream of and aspire to be in the future. At the same time, this strategy seeks to help us strike the right balance between being an active and cooperative member of a broad ecosystem of teaching, research, and knowledge-transfer institutions and being an ambitious university with its own strategic orientation, mindful of its characteristics and capabilities.

The development of this strategy began in March 2025, with **five round-table discussions** on the strategic areas of the previous plan, featuring speakers from all the university community's component groups and attended by more than a hundred people in total. The considerations and proposals to emerge from those discussions served as the inspiration for **five working groups**, all of which were also made up of members from the community's different groups, which were then tasked with reviewing the previous plan and identifying the core concepts to inspire the new strategy. The members of the University's **Board of Trustees and Global Advisory Board** were also involved in this phase of the process, making further suggestions at two monographic sessions. In the final phase of the new strategy's development, any member of the university community who so wished could make contributions and suggestions through a dedicated **website** or at the **open sessions** held on all three of the university's campuses. As the result of this process, this strategy stands as an example of a **collaborative, institution-wide effort**.

Pablo Pareja Alcaraz
Deputy vice-rector to the rector and
coordinator of the 2026–2037
Strategy development process

Mission. Vision. Values



Pompeu Fabra University was founded in 1990 by the Catalan government with the aim of creating a public university oriented towards academic excellence and contributing to the country's development. To achieve this goal, over the last 35 years, **UPF has carried out all of its activities in accordance with strict quality criteria**, creating **a model of urban university closely linked to the city of Barcelona**. As a university, we have been **selective in incorporating areas of knowledge** in order to focus primarily on research and training related to the various dimensions of the human being, including the biological, communicative,

and social dimensions. **Our moderate size has emerged as one of our strengths, allowing us to maintain an ideal scale for fostering a cohesive university community** in which both academic units and the various administrative units and services feel they belong to the same institution and share the same values. Additionally, over the years, UPF has proved capable of **harnessing the opportunities offered by public-private partnerships and competitive calls to tirelessly champion the public interest and public goods.**

Mission

To provide training based on a rigorous, innovative, and personalized educational model. We must train individuals and professionals endowed with a critical spirit, robust scientific and cultural knowledge, the necessary transferable skills to adapt to the changes and challenges of society, and the specific skills to successfully carry out their life plans.

To be a pre-eminent research university that strives to have the most meaningful possible impact. We must be leaders in knowledge creation, through scientific discovery and innovation, aligning our research activity with the needs and challenges of society and achieving international prominence in our areas of expertise.

To promote innovation and social transformation.

We must go beyond the institution's walls to create synergies with society in order to contribute to its welfare and value creation.

To foster the commitment to culture. We must be a think tank, a forum for debate, discussion, and reflection in service to culture, offering tools to decipher the contemporary world and actively engage with it.

Vision

A leading research university, dedicated to public service, that positions itself as one of the most internationally renowned higher education institutions in Europe, enabling it to draw the most talented and committed students, technical, management, and administrative and service staff, teaching staff, and researchers.

A flexible, effective, and personalized university that runs on teamwork and cross-functional collaboration grounded in efficiency, clarity, rigour, and immediacy, capable of anticipating and adapting to the context and change in order to effectively achieve its goals without ever losing sight of its commitment to society.

A financially sustainable public university, with sufficient public funding, as well as other sources of income generated by the university's own activity.

A welcoming and open urban university, focused on the challenges facing Barcelona and its urban environment, which harnesses the modernity and creativity of a city open to the world as a source of inspiration to drive the university's transformation.

Values

In addition to the production and transmission of knowledge, Pompeu Fabra University's identity must be associated with a set of core values that allow us to improve as individuals and establish ourselves as an increasingly global, ethical university community.

Pluralism. To integrate the diversity of perspectives and ideologies, provided they do not involve hate speech or discrimination, and uphold collegiality, promoting parity of esteem, understood as appreciation of others based on recognition of their differences, and fostering collaboration across all knowledge areas and amongst all activities carried out at the university.

Academic freedom. To ensure that research, teaching, knowledge transfer, and intellectual debate are carried out without interference or censorship, protecting university community members' right to responsibly and respectfully ask uncomfortable questions, defend minority ideas, and explore paths of critical thinking.

Dynamism. To be alert to the world around us and play an active role in it, whilst at the same time adapting and agilely responding to the changes occurring in it and to the new needs to which they give rise.

Values

Equity. To ensure equal opportunity and conditions, combat inequality and discrimination on grounds of sex, gender identity, social class, ethnic or racial origin, sexual orientation, and disability, and train professionals and individuals who then pass on these values – and all the others set out in this strategy – to their personal and professional circles.

Autonomy. So that, based on the recognition of our own identity as a university, we can have the organizational, financial, and regulatory capacity needed to achieve our goals in the best possible way.

Commitment. To become active agents and drivers of change and innovation in society, thereby contributing, with creativity, critical thinking, honesty, proactivity, and academic freedom, to finding solutions for the problems and potential conflicts affecting society and our community.

Rigour. From both an academic and human perspective, to strive, in keeping with the highest standards and to our full potential, to become a benchmark in teaching, research, and knowledge transfer, as well as for how we work and our management.

Generosity. To partner and network with institutions and organizations from our immediate environment and elsewhere that can help us better respond to collective challenges and have an even more meaningful impact on society as a whole.

Accountability. To establish a direct relationship with our stakeholder institutions and groups, offering them transparent explanations of the goals we set and the results we achieve, whilst being receptive to their feedback.



Mainstreamed priorities

In view of the changing global landscape in which Pompeu Fabra University is immersed, key elements for transformation have been identified, which will be given special consideration in the institution's development in the coming years. Accordingly, the following four priorities have been mainstreamed across all areas of the strategy, enabling numerous strategies to be defined and set into motion for each one.

Remain a pre-eminent European university with a global reach

We must deepen our internationalization both inside and outside the university in order to consolidate UPF's position as a globally renowned Catalan university. To achieve this goal, we must be a fully multilingual university, capable of attracting talent from around the world, with a strong international reputation for the quality of our research, the prestige of our teachers, researchers, and all other staff, the satisfaction of our people, and our alumni's successful careers. We must combine the promotion of multilingualism with the defence of Catalan, as the university's own language, to boost its use, ensure its presence in all areas of the university, and enhance its prestige. We must also promote and nurture international mobility, collaboration with scientific institutions from around the world, and work in

the context of top-tier international networks and initiatives. UPF must be selective in choosing which cooperation frameworks to participate in and must play a proactive role in them when it does, helping to drive improvements in the field of higher education and build a more cohesive, equitable, and just society.

In other words, we must cultivate an international university culture, including top-quality services, highly relevant activities, and a prestigious teaching staff, that permeates the university's structure and overall operation.

Consolidate our position as a socially responsible and sustainable university

We must continue to be an approachable, medium-sized university, sensitive to our surroundings and socially responsible in our relationships with multiple cultural, social, and economic stakeholders, that provides solutions to the needs of the country and world. We aim to embrace a comprehensive and transformative social responsibility model that encompasses all areas of the university and aspires to excellence.

We must collectively promote and guarantee the multiple dimensions of the university's responsibility – environmental sustainability, ethical awareness, promoting the Catalan language, the gender perspective, solidarity and cooperation, volunteering, promoting healthy lifestyles, and services for individuals with disabilities – as essential components of a responsible university and be committed to doing so. Conceiving of the university as a

space for critical reflection that is accessible and open to society is a prerequisite to ensure that many groups, such as older people, secondary school students, or local residents, feel welcome. In the coming years, UPF must further intensify its scientific and institutional efforts to tackle the challenges inherent to societal well-being.



Strengthen our capabilities as a networking university

We must continue to develop the collaborative capabilities of the university's various groups, units, and services in order to work in a more personalized, flexible, and integrated way, both internally and externally.

We must forge stronger ties with the organizations and institutions in our environment, at all levels, around those issues we consider priorities, adding value to them and taking every opportunity to learn from these exchanges to improve our teaching, research, innovation, knowledge-transfer, and management activities. The diversity of Pompeu Fabra University's ecosystem makes it stronger and helps it get the most out of its specialization.

We must multiply and deepen the university's relationships with its partners in the professional, social, industrial, and cultural worlds and make unique, distinctive, largely inimitable contributions to them that bolster our reputation.

To promote this priority, as well as the others, we must make the most of the opportunities offered by technological advances and, especially, those linked to generative artificial intelligence.

Become a top-quality university that acts based on evidence and self-assessment

We must reaffirm our rigorous commitment to research and knowledge transfer, teaching innovation, and continuous improvement. Excellence is only possible if the university acts based on evidence, if its decisions are driven by reliable data, evaluation results, and critical analysis of institutional processes. We must further foster an organizational culture that values transparency, reflection, and informed decision-making, always ensuring that all areas of the university – from management to teaching, research, and knowledge transfer – pursue excellence and continuous improvement. Systematic self-assessment must be a key element of this process, enabling us to recognize what we do well, identify our strengths and areas for improvement, drive innovation, and adapt to changes in the academic and social context. To this end, self-assessment should be understood as an expression of a deep commitment to the desire to improve, not a mere exercise in auditing. This drive for

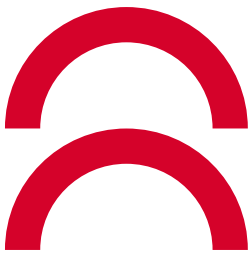
excellence must be accompanied by an unwavering commitment to quality and responsibility, as measured by the most stringent national and international standards. The university must also become more open to society, actively collaborating with its various stakeholders and positioning itself as a leader in the creation of relevant knowledge. Self-assessment must not be used only for internal improvement, but also to bear public witness to our track record and results, to boost the confidence of students, alumni, technical, management, and administrative and service staff, teaching staff, researchers, and society at large. This will enable the university to become a touchstone institution, open, critical, and committed to quality and continuous improvement.



Strategic areas

Following the path laid out under UPF's first strategic plan (2016–2025), this framework is organized into five strategic areas: **the university community; teaching; research and knowledge transfer; outreach and reputation; and funding and governance**. Unlike the first plan, the new framework expands the scope of the research area to include knowledge transfer as well, whilst also reordering the various areas to put the university community first. These five areas establish the goals we have collectively set for ourselves for 2037 and the strategies we will follow to achieve them, in keeping with the four aforementioned mainstreamed priorities.

The university community



**A responsible,
committed, plural,
and connected uni-
versity community**

UPF is a Catalan public university committed to excellence that combines a strong local identity with a clear global outlook and seeks to establish itself as an open and accessible institution, deeply committed to collaboration and cross-disciplinarity. This plural community – comprising students, teaching and research staff, technical, management, and

administrative and service staff, and alumni – is characterized by proximity and dynamism and a growing international connection. UPF's uniqueness also lies in its flexible, socially rooted model, which promotes comprehensive sustainability (social, economic, environmental, and human), collective well-being, knowledge transfer with a transformative impact, and academic freedom. It is essential to promote a stronger institutional commitment, use new tools to enhance internal communication, and facilitate support for projects with transformative potential. UPF must actively help shape a socially-committed citizenry whilst also promoting the use of the Catalan language in all its activities.

It is important to reinforce the corporate identity and sense of belonging to UPF through activities that promote cohesion, stimulate emotional bonds, and foster well-being for all, including those who have already left the university. The relationship with alumni must move beyond the traditional framework of service provision and fundraising to become a more determined offer of lifelong learning programmes open to the entire community. Additionally, new spaces should be created, likewise open to the entire community, where alumni and current students can share knowledge, experiences, and new projects. This unique offering will strengthen educational innovation, promote intergenerational cooperation, and help establish UPF as a benchmark for lifelong support for the members of its community.



Students must play a fundamental role in university life. UPF must adapt to their evolving interests and values and meet their needs through services, activities, competences, and resources that are useful to them and serve as lifelong touchstones. With regard to teaching staff and researchers, UPF must strengthen the mechanisms for attracting and retaining the top talent, continue to promote mobility through ongoing training, and take actions to develop the various dimensions of their work (teaching, research, knowledge transfer, management) in a balanced way. We must also continue working to achieve effective equality at all career levels.

Finally, in the area of technical, management, and administrative and service staff, the university must tackle the following two challenges: firstly, continue working to offer new opportunities for professional advancement that enhance their career paths and boost both their level of engagement and sense of belonging; and, secondly, address the challenge of generational turnover expected in the coming years in an orderly, transparent, forward-looking way. This transition is also an opportunity to incorporate new professional profiles that enrich and modernize the institution's organizational structure. In relation to all groups, we must continue working to find solutions for challenges such as the cost of living in Barcelona or mobility, explore new ways to facilitate work-life balance, and continue to actively promote the physical and mental health and well-being of all. At the same time, we must continue to strengthen both the onboarding and integration of new members of each group and support for them throughout the various stages of their academic and professional lives.

Promote the community's well-being and holistic development

Creating flexible, healthful, multipurpose spaces suitable for new ways of working that facilitate interaction amongst all groups to ensure more equal and horizontal relationships. These spaces must be designed bearing in mind the different situations and needs of the various university community members, always striving to make them inclusive.

Promoting the creation of gathering places for students on the university's different campuses, where they can work and socialize in safe, informal settings, in order to foster a student community with greater emotional well-being.

Ensuring the creation of the necessary new infrastructure to expand and supplement the university community's activities across the university's three campuses and in other settings.

Promoting policies that ensure talent retention and knowledge transfer amongst the different generations that make up the university community, in order to guarantee a generational turnover amongst groups that makes it possible to address the demographic changes, especially in relation to the technical, management, and administrative and service staff and the teaching and research staff.

Fostering cross-disciplinary work in the university community to strengthen the relationship between disciplines, units, and groups and enhance their sense of belonging.

Giving new impetus to staff training, in both the academic and management spheres, with a more innovative and intersectional approach that alternates different forms of participation and ensures knowledge of the latest technological innovations, such as artificial intelligence.

Promoting collaborative projects between teachers and students beyond the classroom, through think tanks, teaching innovation spaces, and mixed working groups on key issues for university life (such as sustainability, equality, well-being, or communication).

Offering more sport, social, and cultural activities to the entire university community that are of interest to everyone and serve as a means of prevention and of promoting mental health and that facilitate mutual support and community bonds.

Strengthen a participatory and socially committed community

Positioning participation as one of the university's hallmarks, thereby promoting commitment, dialogue, and ongoing debate within and outside the governing bodies as a means of making the best decisions. In this context, we must encourage social skills, participatory leadership, and democratic culture.

Offering activities that strengthen and better highlight UPF's social commitment in order to cultivate a spirit of volunteering and provide university community members with opportunities to develop as citizens with democratic values.

Designing and implementing welcome, support, guidance, and continuous monitoring policies for members of the university's various groups, whilst at the same time striving to maintain ties with everyone who has ever been associated with UPF. We must also establish new integration measures in the context of the university's growing internationalization and the strong cultural diversification that this process entails, as well as in view of the growing social diversification of the groups accessing the university due to the changes of recent years.

Fostering support for the network of associations and student participation, promoting the initiatives, work, and visibility of student associations and, in particular, the activities of the UPF Student Council, as the student representative body.

Promoting measures to strengthen the university's role as a driver of equity, exploring avenues and working with other institutions to facilitate access to the university for as many people as possible, regardless of their financial resources. We must also actively speak out on the importance of equity and progressively expand our own scholarship and financial aid programmes.

Expanding alumni's role within the community. We must strengthen students' sense of belonging, so that it endures even after they graduate, whilst also continuing to work to ensure that UPF remains a touchstone for them throughout their careers and lives. In this regard, we must devise and launch new learning formats, such as microcredentials, to help them pursue lifelong learning.

Actively build a plural, egalitarian, and inclusive community

Spearheading exemplary institutional outreach discourses and policies

that strike a balance between the university's youthful spirit and a well-established identity and that go beyond reporting on activities and outcomes to integrate and promote transparency, diversity, sustainability, equality, and inclusion as the university's core values.

Implementing equality and inclusion policies

with the aim of forging a welcoming, equitable, and socially responsible community that combats inequality and discrimination. We must actively work to ensure that access to education is merit-based and strengthen the university's role as a tool for social equity. We must also continue working to make the university a place free from any form of discrimination or abuse, including those related to hate speech targeted at specific individuals or groups.

Fostering a university community that is committed

to democratic values, the Catalan language, and the country's social, political, economic, sporting, and cultural life.

Encouraging collective responsibility and public service within the university community

through knowledge transfer, engagement in public debate, and the promotion of democratic values and social justice.

Taking on eco-social and climate emergency challenges

and undertaking specific actions that permeate and guide the university community's values, decision-making, and actions in this regard, as well as for the benefit of future generations.

Transferring to society the values and knowledge acquired

in the university environment and making them a driver of critical thinking and social transformation.

Teaching



A distinctive and personalized educational model with a flexible approach

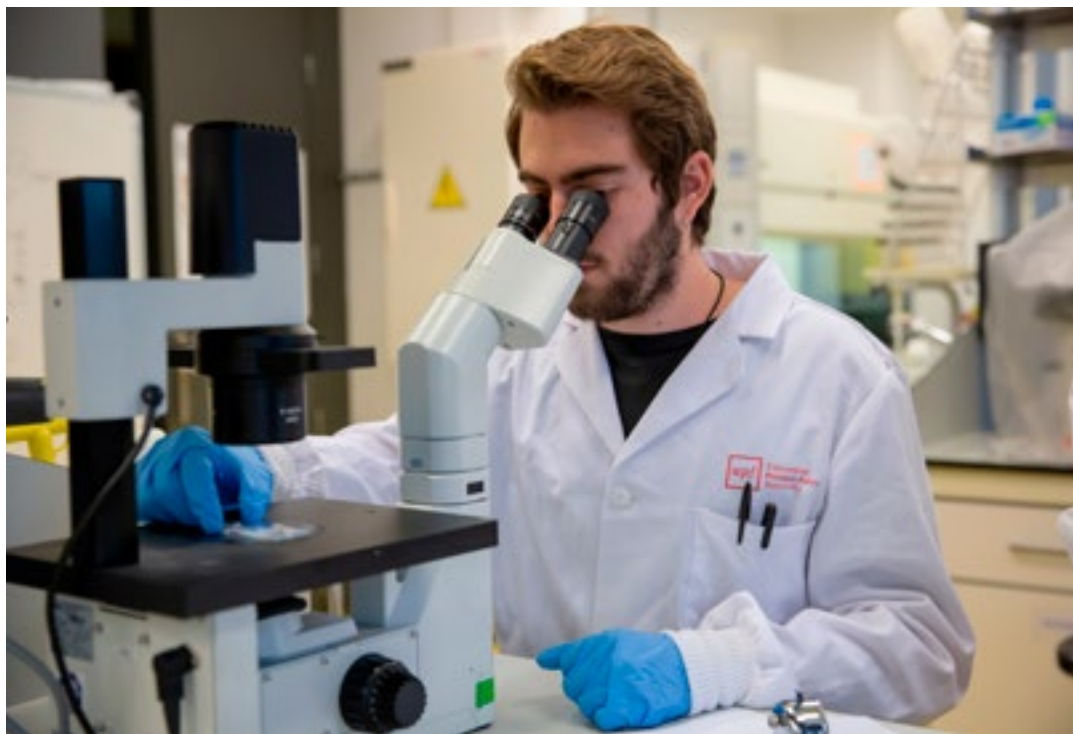
From the outset, UPF has been characterized by its quality teaching. The keys to this include, amongst other things, promoting teaching innovation through the continuous training of teaching staff, integrating students into practical activities from day one, incorporating emerging technologies and strategic use of data into teaching, pedagogical renewal, and the defence and promotion of multilingualism in the classroom, with particular

emphasis on promoting the Catalan language. At the same time, training programmes are designed to be flexible, so that all students can personalize them with cross- or interdisciplinary studies, enabling them to play an active part in defining their own education. Together, these elements make up an educational model that, grounded in the conviction that training is more than teaching and classroom activities, encourages students to become actively involved and provides them with a strong education in every disciplinary area. In this model, face-to-face learning plays and must continue to play an important role, which must always be guided by the design of content and formats that are as conducive as possible to the learning process for all students. The use and promotion of Catalan must also play an important role.



This model is likewise concerned with training an educated citizenry, from both an academic and human perspective, committed to sustainable development and planetary well-being. At the same time, it aims to provide the population with the necessary tools and skills to adapt to change and develop competences related to flexibility, communication, critical thinking, and emerging technologies. The demanding criteria for continuance on study programmes, coupled with a strong framework for assessing competences and learning

outcomes, have also contributed to the smooth functioning of UPF's proposed model. Additionally, the continued commitment to fostering internationalization has enabled UPF not only to post high mobility rates, but also to be the European university with the highest demand amongst Erasmus students relative to its size.



To date, UPF students have consistently achieved very high attainment rates and good employment rates and have also been highly satisfied with their educational experience at UPF. As a result, many UPF degree programmes have become educational benchmarks within both the Catalan and Spanish university systems. Nevertheless, we must continue working to boost the recognition of UPF graduates in all fields and at every level, from undergraduate to doctoral studies, and to maintain and promote highly rigorous standards that, in addition to including training in values and promoting a clear social

commitment, enable our students to develop their full potential. Advocacy of a more equitable, inclusive, and discrimination-free society must play a prominent role in values training. At the same time, in an evolving educational and professional landscape such as today's, we must work to design and promote new educational formats that are conducive to lifelong learning and that make the university more accessible to age groups with levels of educational attainment and personal and professional backgrounds different from those of the younger generations that have traditionally made up the student body.

Consolidate our own unique educational model

Implementing a flexible educational proposal that expands training opportunities beyond the curricula and allows students to manage their learning and design their own academic pathways, with inclusive learning models and tools that foster responsibility, afford them a greater role, and encourage critical thinking.

Having a motivated, motivating, and innovative teaching staff, with a strong background in teaching, who act as student guides and mentors. Teachers must receive the necessary support to cater to students' individual needs and interests, as well as appropriate and sufficient incentives to encourage and reward their teaching.

Combining research, innovation, and teaching in the learning process, so that teachers involve their students in the university's

research and knowledge-transfer activities. To this end, we must incorporate specific competences into undergraduate subjects, link bachelor's and master's degree final projects to research groups, and promote projects that establish research as a longitudinal core concept.

Emphasizing students' transferable skills – both digital and entrepreneurial and collaborative and communicative – linked to critical and reflective thinking grounded in ethical values. We must ensure that all curricula include subjects and methodologies that foster these skills.

Redefining spaces (both physical and virtual) in the learning process to take advantage of all the possibilities technology offers to distinguish between

and reorganize moments of personal interaction, support, and joint work with the teacher, on the one hand, and of discovery, study, and independent work by the student, on the other, creating new teaching formats and scenarios. We must harness all the possibilities afforded by teaching, as well as hybrid methodologies or new models that foster more horizontal interaction between teachers and students.

Fostering students' commitment to society's global challenges, integrating the Sustainable Development Goals into the teaching methodology and learning process and promoting student participation in volunteering activities, social responsibility projects, and sustainability initiatives during their time at UPF.

Meet the demand for a rigorous and evolving education

Offering quality, innovative, up-to-date degrees that leverage the opportunities afforded by technology and different educational formats to meet society's needs.

Promoting cross-disciplinarity at the undergraduate level and specialization at the postgraduate level through a variety of initiatives, such as new interdisciplinary programmes and the inclusion of majors, minors, and specializations.

Enhancing students' capabilities, considering their various learning paths, in order to maintain and stimulate their motivation throughout their studies, ensuring equal opportunity amongst all students.

Offering a range of studies that makes it possible to attract the students with the greatest potential and motivation, making a special effort to promote UPF's undergraduate programmes and distinctive educational model, and that ensures that these students develop academic and personal skills.

Increasing the offer of postgraduate and lifelong learning courses, regularly updating their content to adapt them to new specialization profiles, and reinforcing the professional component and academic reputation of master's degree programmes and other postgraduate training.

Increasing support for employment and further study through a wide range of high-quality curricular and extracurricular placements, individualized support for students both in the process of acquiring professional competences and in the process of finding a job, personalized information and guidance programmes to help them successfully choose and apply to the most suitable postgraduate programmes, and by fostering the relationship between students and the university's recent graduates and other alumni.

Research and knowledge transfer

A research university with an international outlook focused on having the most meaningful possible impact on its environment and society



UPF defines itself as a research-oriented university. Its academic community stands out for its high-quality research, its ability to secure competitive funding and attract research talent, and, increasingly, its interdisciplinary, innovative research aimed at improving its environment and society. This unwavering commitment to research has consolidated UPF's position as a leading university in Spain that stands out for both its ability to network with other first-rate scientific organizations and institutions and its international visibility. Its ability to devise creative formulas and incentives for creating environments conducive to research and the firm commitment of all its departments to attracting and retaining the best national and international talent have also contributed to this good reputation.

In recent decades, UPF has emerged as a leading scientific institution in terms of fostering meritocracy and the internationalization of its research community. In the coming years, UPF must maintain its ability to create knowledge and also firmly establish itself as a think tank, a laboratory of ideas and solutions, by integrating innovation and open science with increased collaboration with other players. This will enable it to promote its dynamic and flexible nature whilst strengthening its connection with the major local and global challenges of our time. In parallel, we must even further align the university's research with policies aimed at fostering greater equity and sustainability. In other words, UPF must continue to champion meaningful research.

Finally, the challenge of better integrating teaching and research requires a new relationship model between the two areas that connects them more closely and incorporates innovation and knowledge transfer into both. At the same time, the innovation and knowledge transfer that the university promotes must go beyond traditional models to reach as many stakeholders and business and social spaces as possible, in order to consolidate UPF's role as a dynamic university capable of constantly transforming its environment and society.

To maintain this leadership position, UPF must continue to firmly promote the tenure-track system as the primary mechanism for recruiting talent, a clear example of innovation in a context marked by regulatory rigidity and funding challenges. We must likewise continue promoting competitive programmes aimed at attracting and retaining the best national and international talent, such as the ICREA, ATRAE, or Serra Hùnter Sènior programmes. Similarly, we must continue to capitalize on the opportunities offered by other public Catalan and Spanish programmes for recruiting younger talent. In parallel, we must foster the new talent's scientific leadership capabilities, helping them apply for international competitive funding and providing support for the creation of new research teams. We must likewise deepen our institutional support for research and knowledge-transfer activities and continue to create synergies with institutions and research centres in our environment and elsewhere, in order to strengthen the university's quality and internationalization. And, of course, we must continue to advance in the promotion of good practices that help create a work culture that, without renouncing the pursuit of the best scientific results, is open, equitable, respectful, and committed to the entire community's well-being.

Firmly establish meaningful research as a hallmark of the university

Promoting an advanced and unique talent acquisition and retention policy that includes digital processes and selection criteria compatible with global standards of excellence. This policy should encourage contractual flexibility, continuous merit-based assessment, and the promotion of a transparent, inclusive academic career based on recognition of leadership, scientific freedom, and long-term professional prospects.

Promoting top-quality cross- and interdisciplinary research, providing spaces for co-creation (innovation labs, hackathons, mentor networks) and flexible structures to leverage the opportunities at the intersection of different disciplines.

Creating the optimal spaces and conditions to foster knowledge transfer and social entrepreneurship amongst all researchers involved in research projects with results applicable to society and our environment. We must work to design and implement programmes and incentives that encourage the effective transfer of results to society and the business sector and promote leadership of open-innovation projects and strategic partnerships on an international scale.

Enhancing the acquisition of external funding, with special emphasis on diversifying funding sources, active participation in international consortia, and support for entrepreneurial initiatives. We must continue to promote an institutional culture in which cross-disciplinary competitive research is a driver of innovation and facilitate access to major European calls and global alliances with leading universities.

Strengthening doctoral programmes across the different knowledge areas, taking new measures to improve the conditions in which doctoral students carry out their research activities, forging stronger ties with the business and institutional worlds through initiatives such as industrial doctoral programmes, and fostering a more collaborative and respectful work culture for everyone.

Continuously adapting research and knowledge-transfer support structures, equipping them with the capacity to respond rapidly to technological challenges (digitalization, artificial intelligence, open science) and guaranteeing the autonomy of groups and centres. We must prioritize the development of agile, digitalized administration that optimizes resource management and actively supports both competitive research and projects with high transformative potential. We must also strengthen our scientific and technical services, which are essential for the development of research projects.

Strengthening the links between the university and the research institutions and centres in our environment and elsewhere, prioritizing the creation of synergies through joint projects, interdisciplinary laboratories, and shared governance structures. We must advance in the consolidation of a collaborative ecosystem that increases the international capabilities and impact of UPF's networked research.

Fostering public-private partnerships, promoting projects involving collaboration with stakeholders and actors from both sectors who share the university's vision and values; further capitalizing on the funding opportunities offered by certain private organizations; and devising innovative forms of cooperation between the university and the private sector. In all these initiatives, we must always safeguard the university's autonomy and consistency with its guiding principles.

Firmly establish a cross-disciplinary research and innovation model across all UPF knowledge areas, sensitive to the specific characteristics of each one

Deepening internationalization in all research and knowledge-transfer areas, fostering the development of strong international collaborations and partnerships, as well as participation and active leadership in the most important global scientific debates, through a proactive support and incentive strategy.

Fostering interrelations and intensive integration between teaching, research, and knowledge transfer through innovative initiatives that narrow the gap between the activities of research groups and the classroom and stimulate students' scientific creativity from the earliest stages of their training, and by creating new bridges for collaboration between different areas and units.

Increasing the social reach and visibility of research results, knowledge, and innovation in society by applying accessible and dynamic scientific communication strategies, including public participation, dissemination of the work and experiences gathered by research groups, and the promotion of professional practices within research teams.

Building on external evaluation processes adapted to the diversity of the scientific fields that combine quantitative and qualitative indicators and recognize all forms of knowledge-transfer activity and ensuring that the results and recommendations are used as fundamental guidelines for development and strategic decision-making. We must also make progress on promoting external advisory committees that, within the context of each knowledge area, help the different departments define their research strategies and identify and highlight new talent, in order to promote a transparent ecosystem based on internationally comparable standards.

Making our research and innovation model a driving force for our doctoral and postgraduate programmes that turns them into international talent magnets and a core pillar of our research, with cross-disciplinary content that integrates training and professional growth and encourages UPF PhD graduates to be held in high regard and be widely sought after.

Actively promoting a culture of open research and responsible science, encouraging the sharing of data, codes, and results through repositories accessible to the entire community, open-access publishing, and the inclusive participation of various social actors and communities in the knowledge-creation and application processes. This practice must contribute not only to strengthening research quality and scientific impact, but also to solidifying social trust and civic engagement, aligning UPF's research with the global values of equity, ethics, and sustainability.



A photograph showing a red wall with white text and a star. The text 'ONIA' is visible on the left side of the wall. To the right of the text is a white star. The wall is positioned behind a set of concrete steps. In the background, there are modern buildings, including one with a brick facade and another with a glass facade. The scene is outdoors with green trees visible.

ONIA



Outreach and reputation



An open, dynamic, committed institution rooted in the city, with a critical, transformative spirit and an international outlook

Pompeu Fabra University has a strong image and a recognized reputation for excellence, as evidenced by the high demand for its undergraduate programmes, its prominent presence in the main global rankings, the diversity and internationalization of its teaching staff, and the large number of students from around the world who participate in its master's and doctoral programmes. In recent years, the university has also made significant strides in its deep and active commitment to social responsibility, which guides every public institution and drives the training of not only excellent professionals, but also committed citizens and critical change agents. However, there is still room for improvement, and we must therefore keep up our efforts in this regard.



UPF aspires to be a beacon for the creation and transmission of values that endow its graduates with unique added value in the personal and social sphere. This aspiration includes not only academic excellence, but also human and cultural excellence, which is why UPF must strengthen the uniqueness of its institutional narrative and highlight its ability to innovate in a world marked by fast-paced digital and technological transformation. Therefore, the university must communicate more forcefully and clearly everything it does, everything it can offer and contribute to society, that helps to build a more just and sustainable future.

The deeply people-centred approach, which is present in all knowledge areas covered by UPF, gives rise to a strategic opportunity to intensify the university's interaction and synergies with the city, of which it is a fundamental asset. This factor, coupled with the fact that it is a relatively small university that nevertheless has an excellent reputation and high-quality disciplinary profile, creates a unique environment that attracts international talent in terms of both students and teaching staff. For all of these reasons, UPF has become a key driver in the social, cultural, economic, and political transformation of Barcelona, the rest of Catalonia, and its wider environment, a challenge we must continue to meet with an active and strategic engagement that prioritizes our connection with the city and the country.

UPF must continue to present itself to the world as a cutting-edge university, with a clear, ambitious, and unique identity, one that is unafraid to take risks, interacts and partners with the institutions in its environment, and confidently assumes its leading role in European higher education, in particular, in impactful research and teaching excellence.

Positively impact the local community through outreach

Carrying out strategic actions and implementing pioneering policies that position UPF as a leading economic, political, and social change agent, at both the local and global level.

Fostering the transfer and open and accessible dissemination of knowledge to society, consistently and decisively disseminating research results, solidifying strategic ties with key cultural institutions, and stimulating multidisciplinary and artistic creation as unifying areas and an essential driver of social innovation.

Strengthening the university's entrepreneurial outlook and impact capacity and dynamically promoting networking and collaboration with disruptive economic sectors to generate high-value synergies, including services to facilitate employment, advanced knowledge transfer, and sustainable and innovative funding models.

Even further promoting the deep, cross-cutting social commitment of the entire university community and conveying and consolidating ethical and transformative values that stay with the university community's members throughout their careers and contribute decisively to sustainable and inclusive development.

Continuing to pursue a dynamic and participatory open-doors policy that fosters continuous dialogue with experts, stakeholders, and the public at large in order to generate a rich, two-way exchange that reinforces the transparency and communication of UPF's scientific, social, and cultural impact.

Reinforcing and expanding UPF's active and reliable presence in the cultural, artistic, and sporting spheres by creating and invigorating formal and informal networks that facilitate fluid, sustained interaction that generates shared knowledge between the university community and society in order to strengthen UPF's role as an organization that is continuously learning and sharing knowledge.

Promoting the active mainstreaming of values such as environmental, social, and economic sustainability across the university ecosystem, encouraging responsible, creative, and pioneering practices that decisively contribute to mitigating climate change, optimizing resource use, strengthening social justice, and consolidating UPF's position as a benchmark in matters of global responsibility.

Actively helping to firmly establish the Antic Mercat del Peix as a hub for excellence in interdisciplinary research and innovation and promoting the development of the Ciutadella del Coneixement as a key space for collaboration between UPF, other scientific institutions, and society that has a scientific, social, and economic impact on both a local and global scale.

Promoting joint work with the UPF Board of Trustees as the body that acts as a bridge between the university and society and establishing new forums for exchange with the main societal stakeholders.

Firmly establish UPF as an attractive benchmark in its environment

Resolutely strengthening ties with the powerful appeal of Barcelona to reinforce the city's role as a key factor in attracting top-tier international talent and adapting the university's profile to the profound and continuous changes that characterize the urban phenomenon and its many dimensions.

Actively engaging with the immediate urban environment and continuing working to make the neighbourhoods that host UPF's campuses open places for social revitalization integrated into community life, based on the conception of the city as an open classroom that promotes innovative and participatory learning experiences.

Reinforcing strategic knowledge-based alliances to maximize the opportunities offered by the city of Barcelona and Catalonia as a whole for technological, social, and human collaboration with a high capacity for influence and transformation.

Consolidating existing international alliances with globally prestigious universities and promoting innovative interuniversity partnership initiatives in teaching, research, and knowledge transfer at all levels, from undergraduate to postgraduate and beyond.

Implementing policies to recruit excellent Catalan and international students that clearly and sustainably reinforce the recognition and appeal of UPF's academic offer and ensure excellence and diversity at all academic levels.

Fostering the mainstreaming of these elements across the institution through a strategy that promotes educational innovation, impactful research, and a close connection with society in order to firmly establish UPF as a unique and vibrant benchmark in higher education in the coming decades.

Funding and governance



A quality public service committed to transparency, accountability, and organizational flexibility

Whilst UPF has a sound financial and asset structure, there are certain economic sustainability challenges that make it necessary to promote a stable, overall strategy to generate new resources. Despite the outstanding ability of our teaching and research staff to secure competitive funding and the growing weight of that funding in the university's budget, UPF is currently funded mainly by the Catalan government through a funding system based on indicators that prioritize the number of students to the detriment of all other activities carried out at the university. Although the university has already taken the first steps to



diversify and secure alternative funding sources and begun to explore options such as fundraising and sponsorships, these funding streams still need to be systematized and consolidated and combined with overall strategies for the entire institution, albeit without renouncing the ability of the various knowledge areas to secure funding for themselves that benefits the university as a whole.

The current public funding model does not take into account UPF's unique status as a leading research university and benchmark in teaching and knowledge transfer, nor the specific needs arising from it. To turn this situation around, we must thus strengthen our institutional influence with the ultimate aim of improving the regulatory environment and advocating for more flexible models for securing public funding better suited to our reality, based on accountability. The university community's involvement is key to financial sustainability. We must promote shared responsibility and the search for funding without losing sight of the mission, vision, and values that guide the university.

Regarding governance, whilst the decentralization process undertaken has been partially rolled out, internal coordination must still be improved in three main ways: between centres and academic units; between management units and services; and between the former group and the latter. Additionally, we must consolidate the decentralization with talent stabilization and retention measures, as well as incentivize professional engagement, rethink the distribution of managerial efforts, and move towards a more efficient model adapted to UPF's size and actual needs. At the same time, we must launch new training actions and measures to better prepare community members in matters of governance and to promote new forums for dialogue and the exchange of ideas that, together with the formal decision-making spaces, contribute to more participatory governance. Flexibility in the interpretation of regulations, always in accordance with the law, should enable more agile governance.

To ensure that the institutional transformation process succeeds, we must foster a culture of positive evaluation, with clear and agile social accountability mechanisms. At the same time, we must make bold decisions based on results and analysis of the data and available information. The commitment to transparency, flexibility, and collective learning must continue to guide UPF as a shared long-term project.

Ensure the necessary financial sustainability to uphold the quality of the public service

Maintaining and diversifying teaching and training activities

in order to increase, where appropriate, the offer with a view to attracting international students and students from other generations; enhancing the integrated summer courses; fostering the efficient use of the university's own infrastructure, including for external events linked to society; and strengthening knowledge-transfer and innovation activities.

Promoting new opportunities to improve research funding,

both by encouraging the securing of funding through competitive calls and fostering partnerships with national and international patronage institutions and sponsorships, an area in which we must make better use of the opportunities and potential of the Board of Trustees.

Developing new, innovative funding streams

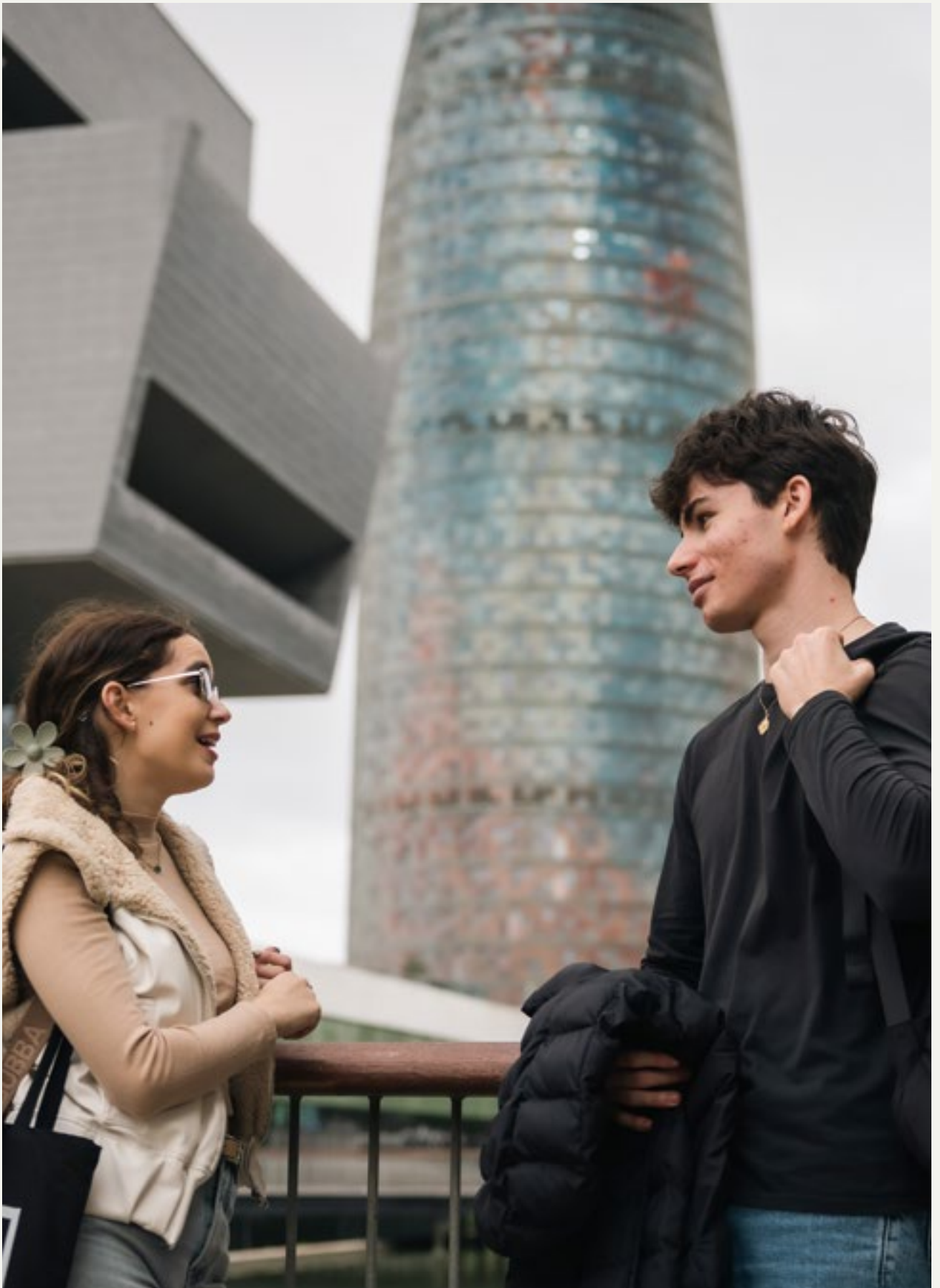
by forging strong partnerships with sponsor companies or institutions, promoting the role of the alumni community in the search for new resources to fund the university, and encouraging crowdfunding and sponsorship. However, because the culture of patronage is limited in our country, the results of this strategy will be seen in the long term.

Systematizing the review of UPF's governance structures and relationships

with the affiliated centres and associated institutions in order to create synergies and fostering the creation of spaces for collaboration that minimize overlap and enable each centre and institution to carry out its activities in the best possible conditions.

Actively advocating for changes in the university funding model,

with the dual aim of securing an increase in the available funding and establishing a more direct link between the funding allocated and each university's performance.



Promote organizational changes to facilitate the university's governance

Consolidating the university's decentralization with the aim of making resource management more flexible and flattening the governance structure, whilst maintaining a transparent, comprehensible, equitable, comprehensive, and easy-to-manage internal funding model. This model should encourage the securing of external funding.

Fostering an innovative organizational culture that includes teamwork procedures based on a project culture as one of the university community's fundamental working tools. Such a natural process of learning and experimentation makes it possible to implement actions in pursuit of a specific goal and to subordinate all other actions to that goal's achievement.

Encouraging general services dedicated to promoting and assuring quality, equipped with the appropriate tools and incentives to drive the policies the university adopts and provide the necessary common services to the institution as a whole.

Taking measures to simplify the governance structures that make it possible to reduce the number of committees and govern with fewer academic posts, whilst at the same time strengthening the role of management professionals at the various levels of the organization and concentrating academic managers in the relevant decision-making areas.

Working to incorporate advanced technological tools, such as artificial intelligence tools, at all levels of administration with the aim of automating, rendering more flexible, and reviewing processes involving highly repetitive tasks and concentrating human resources in higher-level tasks requiring expertise. In the area of digital transformation, we must make sure that changes are sustainable and contribute to greater equity and optimization and ensure that the data essential for decision-making are obtained and used efficiently, sustainably, and ethically.

Promoting a new positive and agile culture of programme and service evaluation, equipped with clear accountability mechanisms and indicators, that does not paralyze processes and that encourages bold decision-making based on the relevant evaluation.

Agreeing common criteria for academic career progression for teaching and research staff and for professional career progression for technical, management, and administrative and service staff that make it easier to attract and retain talent, support work-life balance, and ensure the progressive attainment of autonomy by teachers at the start of their academic career, in the case of teaching and research staff, and facilitate

vertical and horizontal career development, in the case of technical, management, administrative and service staff. These criteria must be adaptable to the recruitment and promotion processes for the different disciplines and be consistent with internationally recognized quality models, such as the tenure-track system in the case of teaching and research staff.

Establishing more diverse career paths for both academic and management staff, with clear promotion criteria, differentiated formulas that enable the personal growth of UPF's professionals and that combine mobility, professional development, talent retention, and appropriate financial incentives.

Fostering the creation of advisory boards in the university's various departments, with a top-level composition, to help them define their strategies, boost their international reputation and visibility, and secure competitive funding.

Strengthening the spaces for dialogue and collaboration with the Board of Trustees to promote greater involvement by it in identifying the university's strategic priorities and to explore new ways to better leverage the knowledge and experience of its members.

Acte Acadèmic de Graduació



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