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I. UPF’s Image

UPF must be viewed as a key social agent, a leading university in terms of both teaching and scientific output that consistently strives to offer original and effective solutions to social needs.

1. Increase prominence and recognition within society
   UPF should participate more clearly and actively in discussions about current challenges, anticipating issues and proposing solutions. It must become a key actor in society that is consulted and listened to by the government and Parliament, as well as civil society at large. The tendency to play down and devalue universities’ contributions to society must be reversed.

2. Improve access to the research conducted at UPF and increase the visibility of the results; increase the University’s media presence
   Greater prominence must be given to the actions undertaken to improve research at the University, and access to the research must be improved, at both the national and international level, for all interested parties (from companies to governments, politicians and the general public). The creation of a UPF research report will make it possible to offer a consistent and orderly image of the research.

3. Strengthen UPF’s international expansion in order to become a leading university in Europe
   UPF must partner with internationally renowned universities, deepening student and faculty exchanges, in order to cooperate on joint undergraduate and postgraduate programmes and interuniversity research groups. The University must promote itself abroad, and playing a more active role in international projects is key to ensuring that foreign institutions seeking a partner or collaborator in Spain will look to UPF first. To this end, it is necessary to explore avenues of contact via representative bodies abroad (e.g., Catalan consulates, Spanish embassies, foreign trade offices, Catalan chambers of commerce, UPF Alumni chapters) and forge strategic alliances with other universities.

4. Increase prestige amongst current students and alumni, one of the keys to a successful promotional policy
   UPF’s social image as a university also depends on its prestige amongst its own students and alumni. Consequently, the attributes and values that set UPF apart (teaching quality, selection of top students) must be highlighted; the catalogue of services offered to students over the course of their time at the University (facilities, academic and extracurricular activities, campus life) must be improved; support must be provided to graduates seeking to enter the job market (in the form of an appropriate job bank); and the University must cultivate its ties with current students and alumni (improvement of UPF Alumni services).
5. **Align UPF more closely with the productive economy to awaken a real interest in the financial, business and industrial world**

UPF must collaborate on the initiatives of organizations and the productive economy at the local and international levels in order to strengthen and better showcase the research and knowledge transfer that takes place at the University. Likewise, a fundraising programme should be implemented as both an important tool in the University’s promotional policy abroad and a means of diversifying income sources and obtaining new resources. A fundraising and promotional platform should thus be created within the framework of the Board of Trustees with the participation of prominent figures from the country.

6. **Analyse and reorient the role of certain UPF institutions with a view to better promoting the University**

The roles of UPF’s associated institutions must be defined and redesigned so that all institutional actions contribute and add value to the University’s strategic goals without redundancy or overlap: the UPF Foundation, with regard to the relationship between the University and the financial and business world; the IDEC, with regard to the demand for education and professional training at the socioeconomic level; and the Board of Trustees, with regard to the relationship with the local community. The creation of an Advisory Board could strengthen the strategic vision and mission on issues such as governance, promotion and internationalization.

7. **Strengthen the University’s commitment to social responsibility, grounded in the principles of equal opportunity, cooperation and sustainability**

Public universities have a responsibility to engage with society and contribute responsibly to its social, cultural and environmental development.

UPF must reaffirm its institutional commitment to inclusion and ensure that all members of the university community have the chance to develop academically or professionally under optimal conditions, regardless of their sex.

The University must also conceive of itself as a forum for promoting the health of both the university community and society as a whole, as well as a forum for promoting solidarity, development cooperation, and volunteering.

In the field of environmental sustainability, UPF will create a programme to determine the impact of its ecological footprint and, if necessary, will propose initiatives to reduce it.

8. **Establish and strengthen ties with all institutions and companies active in the cultural world, encouraging them to view UPF as a key reference point**

In practice, the concepts of “university” and “culture” do not always coincide. UPF believes that it must cultivate culture (i.e., sensitivity, heterogeneous thought, creativity and cross-disciplinary knowledge) with the same energy it invests in ensuring academic quality and competitiveness. It moreover seeks to promote and strengthen an alliance with local and international cultural institutions and companies that goes beyond merely formal support to involve a binding and exemplary relationship.
II. Teaching

Design a teaching model for both undergraduate and master’s programmes that is unique to UPF, that has a distinct personality that sets it apart from other universities’ models, and that is consistently able to accommodate the projects and plans of UPF students and participants.

1. Map the degree programmes currently offered by UPF and its affiliated centres with a view to integrating them into a consistent project organized according to common principles and guidelines
   The preparation of this disciplinary map, which will go beyond the historical origins of each programme, will make it possible to identify needs and opportunities for new undergraduate and master’s degrees and plan for the future in an orderly fashion.

2. Design a teaching model for both undergraduate and master’s programmes that is unique to UPF and can be regarded as having a distinct personality that sets it apart from the models used at other universities
   Within this context, a pilot plan using this unique teaching model should also be implemented in the field of the professional training offered by the IDEC. At the postgraduate level, the suitability of the online and blended-learning formats will be reviewed in light of UPF’s current experience with online teaching via the Intercampus Interuniversity Programme, the Summer Courses, the master’s programme in Teacher Training for Secondary Education, and the programmes offered by the IDEC.

3. Explore the need for and possibilities of launching new multidisciplinary undergraduate and postgraduate programmes
   These new programmes could also be designed in conjunction with foreign universities, which would broaden and diversify UPF’s undergraduate and postgraduate offer, while at the same time minimizing costs and maximizing its positioning. To this end, the possibility of designing English-language undergraduate programmes with international institutions will be explored.

4. Encourage quality teaching with lecturers who excel in both teaching and research
   The deans’ offices should define a set of strategic subjects for these lecturers to participate in with the aim of improving students’ academic performance, increasing their identification with their programmes, and fostering continuity.

5. Define the new UPF MOOC programme
   Now that the University has designed the technical and academic organizational structure needed to deliver these courses, it must define the educational criteria and guidelines to apply to them and the teaching loads they will entail. Other institutional aspects must also be established, such as the audiovisual design to be used for UPF MOOCs and how they will be promoted.
6. **Promote and implement measures to create an outstanding postgraduate programme that will allow UPF both to attract the best international master’s and doctoral students and to offer them solid career prospects upon graduation**

To achieve an outstanding postgraduate programme, a university must: recruit the best lecturers and students; work with current, regularly revised content; apply high standards; and secure a high rate of graduate employment. In order to attract the best students, the University should partner with national grant programmes in students’ countries of origin run by their national education and research authorities. Furthermore, to ensure top-quality studies and rigorous standards, the Doctoral School must encourage high-quality monitoring and supervision of theses.

7. **Incorporate an international component into the University’s teaching by promoting new forms of mobility and introducing “internationalization at home” measures to ensure that all UPF graduates have an international profile**

Currently, 30% of UPF students study abroad. The only way to increase this remarkable percentage is to introduce new forms of mobility: internships, volunteering, short-term summer exchanges, or “virtual mobility” through collaborative online projects with foreign universities or the recognition of credits for online courses completed at a limited number of international universities. This international exposure can also be achieved through the course plans by including comparative perspectives and knowledge of other regions of the world directly in the curriculum.

8. **Organize and strengthen UPF’s complementary offer for the combined purpose of increasing resources, catering to various groups of prospective students, and raising the University’s profile**

UPF’s complementary offer includes various types of programmes (summer courses, language courses, courses for seniors, executive courses, programmes for foreigners, etc.), which must be organized and promoted. At the same time, it must encourage the international summer option and visiting students, defining a suitable policy for the faculties.

9. **Design the future lines of action at UPF under the Plan of Action for Multilingualism**

Multilingualism enriches us as a university and as a group, enhances our international profile, and opens us up to the world. Therefore, the presence of other more or less neighbouring languages must also be underscored. The University’s language plans must not be limited to elementary trilingualism, but rather must continue to make strides towards rigorous multilingualism. In this context, the University will also launch the Pompeu Fabra: Catalonia, Catalan and Multilingualism chair.
III. Science and Teaching Staff Policy

*UPF must be recognized as a research university in all of its fields of study, ranking among the best in the world and as the clear national leader in this regard.*

1. **Plan strategic measures to achieve a research university within a 10-year horizon**
   The Strategic Plan for Research and Knowledge Transfer, promoted by the Research Committee, will define the University’s position on key issues (scientific qualifications for recruitment, resources, research support, knowledge transfer support, postgraduate teaching, doctoral programme, visibility, and the search for international partners). Consideration is also being given to the possibility of granting the Advisory Board influence over the University’s general research policy.

2. **Assess the state of research in order to plan the necessary stimulus and improvement measures in each area (recruitment, teaching load, and research support measures)**
   The assessment must be carried out in collaboration with the departments. Subsequently, a comparative analysis will be performed between the UPF’s indicators (departments and research teams) and the equivalent indicators at other leading universities.

3. **Address and specify key aspects of the teaching and research staff policy: recruitment, teaching, and career development**
   Some measures to be addressed include:

   **3.1. Recruitment: regulatory aspects**
   - Define new types of temporary positions, both to reduce reliance on visiting lecturers and to clarify the different types of full-time temporary lecturers, including both tenure-track and non-tenure-track positions.
   - Regulate a new procedure for calls for applications for adjunct lecturer positions.

   **3.2. Teaching**
   - Monitor the implementation of the departmental measures for reducing the teaching loads of staff fulfilling administrative roles (rules approved in 2012) and assess the effectiveness thereof.
   - Analyse and adjust the measures for reducing teaching loads according to research criteria, in coordination with the implementation of research assessment processes (rules approved in 2012).
   - Set the policy for the participation of UPF’s teaching and research staff in official teaching activities for interuniversity degree programmes, as well as at affiliated institutions and in UPF’s own non-state-regulated programmes (such as the Study Abroad Programme, the Summer Courses or the UPF MOOCs).
3.3. Policy for tenured and tenure-track lecturers
- Establish the criteria for recruitment and for the promotion of teaching staff as part of their career development.
- Promote the recruitment of tenure-track teaching and research staff with strong research profiles, both just starting out and well-established, through strategic actions aimed at boosting research in the University’s various departments and through the Serra Húnter programme.
- Promote the recruitment of international talent through competitive grant programmes (ICREA, Ramón y Cajal, ERC).
- Improve, where applicable, the integration of ICREA researchers within the teaching and research staff structure.

3.4. Recruitment of new researchers
- Define homogeneous rules to govern the University’s relationship with UPF Group researchers.
- Develop a postdoc policy, subject to prior analysis of the University’s current postdoctoral programmes.
- Renew the UPFellows programme.

3.5. Retirement
- Regulate the role of retired lecturers at UPF.
- Adapt the retirement policy to the latest legal changes.

3.6. Organization and planning
To implement some of these measures, certain changes must be made with regard to organization and planning: design of new calculation guidelines for undergraduate and master’s programmes; recalculation of the requisite teaching staff based on the new teaching load policy and programme cost calculations; and a clearer link between the foregoing items and the departmental budgets.

At the same time, the University must continue with its efforts to earn the European Union’s “seal” by endorsing and implementing the European Charter for Researchers and the Code of Conduct for Recruitment (Charter & Code). The Charter covers the roles, responsibilities and entitlements of researchers and the institutions that employ and/or fund them. The Code is intended to improve recruitment processes by making selection procedures fairer and more transparent and by expanding assessment criteria to include aspects such as teaching, teamwork, knowledge transfer, management, and awareness-raising activities.

4. Allocate resources to research and the departments
The University must allocate resources to strategic actions in the area of research and establish criteria for allocating resources to departments based on their research indicators as compared to the equivalent indicators at other institutions in the same disciplines. It must also provide support to researchers and departments in their efforts to obtain external funding.
5. **Align the knowledge transfer and innovation that takes place at the University more closely with the productive economy**

This is considered a key aspect of these strategic lines. The diversification of income sources is essential to allowing the University to carry out its activities, and knowledge transfer and innovation actions must be revitalized with a view to better aligning them with the productive economy and strengthening the University’s collaborations with companies and institutions. Among other measures, it is necessary to: complete the deployment of the campuses; develop and implement processes for knowledge transfer; establish a framework for start-ups and spin-offs and the University’s relationship with them; and draw up a feasibility plan for research and knowledge transfer.

6. **Promote the Doctoral School, bridging the distance between research and postgraduate programmes and attracting the best talent**

UPF must define both the admission criteria for candidates seeking to pursue doctoral studies at the University and the criteria for the supervision thereof; increase the degree of internationalization of its programmes; and bridge the distance between postgraduate programmes and the research conducted at the University with a view to attracting top global talent. At the same time, it must cultivate its relationship with businesses in order to improve the job prospects of its PhDs and continue to post a high graduate employment rate.
IV. Government and Management

Take advantage of the University’s size to streamline the management model and enhance the organizational structure.

1. **Commit to absolute public transparency**
The University must publish all internal information as a means of holding itself accountable to society and citizens and enabling them to independently assess its management and results. At the technical level, an open-data experience has been planned along the lines of those carried out at leading universities.

2. **Simplify administration and flatten the organizational structure**
In revising the model for serving its community and flattening its administrative structure, the University must view e-administration as a complement to the process of modernizing its staff and administration.

3. **Redefine and reorganize the roles of all University services that provide support for teaching and academic planning**
The various bodies and organizational units (CQUID, La Factoria, UEPA, Academic Management, school and department secretary’s offices, and the Library) overlap in some areas, while in others their roles are insufficiently defined. It is thus necessary to revise them and assess the results.

4. **Achieve a more streamlined, effective and efficient management model taking advantage of the capabilities offered by e-government and ICT**
UPF aspires to be a leader in the use of ICT to improve both service quality and internal management efficiency.

5. **Define a new model for the UPF Group**
The goal is to seek economies of scale and to establish mechanisms for coordination, streamlining and cooperation in various functional areas (communication, promotion, foreign relations, teaching and degree planning, etc.).

6. **Foster a revitalizing environment for the Senate that includes ongoing debates in the representative forums for teaching and research staff, personal and administrative staff, and students**
The aim is to encourage the entire university community to play a more active role in decision-taking.

7. **Institute a work and communication dynamic that facilitates labour negotiations**
The University’s governing bodies wish to improve communication channels, opening up forums for reflection and discussion to supplement the more formal negotiating tables. Such preliminary activities could facilitate the work of the regular negotiation channels.
8. Improve the reception given to international teaching and research staff, as well as the services for teaching and research staff in training
Define and implement a catalogue of services for teaching and research staff in training and international teaching and research staff that includes personalized service to help them get settled in the city (assistance searching for housing, choosing a school, etc.) and meets specific needs (language and cultural immersion). A balance must be struck between economies of scale, professionalization and proximity in the provision of these services at UPF.

9. Address and specify key aspects of the administrative and service staff policy: career development, job stability and work-life balance

Some measures to be addressed include:

9.1. Training, promotion and career development
- Enable career development, encouraging training and opening up the possibility of spending time at other universities associated with UPF, agreeing the basic criteria and establishing systems for professional recognition.
- Deepen the process of staff modernization, gradually reclassifying certain administrative positions as technical ones as they become vacant and enabling internal promotion.

9.2. Job security
- Seek to maximize job security, with a clear reference to the University’s commitment to providing such security for temporary staff, provided the reduction in public funding so allows.

9.3. Work-life balance
- Make work conditions more flexible by improving how schedules are organized, fostering work-life balance, and encouraging delegation among management.

10. Address and specify key aspects of the student policy
The goal is twofold: first, to improve communication between the Rector’s office and the student body, ensuring smooth and ongoing dialogue and strengthening the mechanisms of participation; and, second, to provide personalized service and support so as to ensure that the current economic context will not prevent any UPF student from enrolling on or continuing his or her studies.

Some measures to be addressed include:

10.1. Creation of the position of student liaison
In order to ensure smooth and ongoing dialogue with the student community and to strengthen the Rector’s office’s relations with student representatives, the position of student liaison should be created, tasked with providing support to the Rector’s Office in this area without prejudice to any other powers related to student affairs that may have been assigned to other members of the Rector’s team.
10.2. Revitalization of the Student Council
The University must take the necessary measures to ensure that the Student Council, the institutional body representing students, can conduct its business as set forth in the University’s by-laws (Articles 90 and 91), with the broad consensus of all UPF students.

10.3. Support and collaboration on activities promoted by students
Students must be able to express themselves normally within the University, with the sole condition of doing so within a context of respect for the community. Moreover, the University must provide them with the means to do it, subject to the available resources. In this climate of collaboration, students must act rigorously, addressing their demands and requests to the bodies with the authority to handle them and without ever preventing the University from carrying out its teaching, research and social outreach activities.

10.4. Personalized service for students with financial difficulties
The increased tuition fees, stricter academic criteria to qualify for public scholarships, and, in short, precarious economic situation of many families and individuals may be causing some students to consider dropping out. The University must help these financially challenged students, studying each case in detail to determine the best solution. The natural vehicles for channelling these requests are the faculties, schools and Student Council, or UPF’s own services, which are in direct and daily contact with the students.