


Strategic Plan 2017-2021

**Faculty of Psychology,
Education and Sports Sciences
Blanquerna-URL**



**As part of
Fundació Blanquerna Strategic Plan
and URL Quality Policy and Academic-Teaching
Innovation Plan**

**Revised in January 2019
Approved on 5 March 2019**

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Introduction

This document presents the Strategic Plan (2017-2021) for the Faculty of Psychology, Education and Sports Sciences Blanquerna-URL (FPCEE) developed in the framework of Fundació Blanquerna Strategic Plan. The FPCEE Strategic Plan (2017-2021) sets out a main goal and some strategic objectives for this period, as well as some specific objectives for the period 2019-2021 (January 2019). In this document the specific objectives are not included.

Information about the revision of the document

In January 2019, the Management Board revised the specific objectives in FPCEE Blanquerna-URL Strategic Plan as described in the document drafted in September 2017 and expanded the plan with an update. This revision involves no modification of the strategic objectives detailed in September 2017, but includes new specific objectives, some of which implement actions already described by the Management Board in the meeting with teaching staff in July 2017. The specific objectives are not included in this document published on the Faculty's website.

This document is also aimed to include comments from the report resulting from a previous visit by CAE for the certification of the SGIQ (previous visit: October 2018, report received in January 2019).

Sources of information

FPCEE Blanquerna-URL Management Board has different sources of information, all of which are relevant and necessary when drafting and specifying the Faculty's Strategic Plan and objectives.

Different actions have been carried out, such the FPCEE participatory process (2015) and Fundació Blanquerna Strategic Plan (2016). Some objectives have also been proposed in the improvement plan included in the self-report for the accreditation of degree and master's courses, and there are also comments and assessments in the degree accreditation report written by AQU. These sources of information are in line with the URL strategic framework of reference (Quality and Academic-Teaching Innovation Policy Plan) and allowed us to develop the FPCEE Blanquerna-URL Strategic Plan 2017-2021 in September 2017 (oral presentation in the meeting with teaching staff in July 2017).

Reports from different FPCEE Blanquerna-URL vice deans' offices and services, as well as the ISC or indications by the CAE in the different processes of accreditation/certification by AQU, provide us with relevant information to revise specific objectives in the Strategic Plan (developed in September 2017) and to update the document (January 2019) with new actions and/or specific objectives in order to better meet the needs and challenges of this changing world.

The strategic reflection has been conducted by the Management Board members taking into account:

- (a) Fundació Blanquerna's mission, vision, and values;
- (b) URL Quality and Academic-Teaching Innovation Policy Plan;

- (c) Reflection by the Management Board (definition of the Faculty's objectives);
- (d) Information from different internal agents and services, relevant for strategic reflection:
 - Reports from vice dean's offices.
 - Reports from services.
 - Centre follow-up reports.
 - Accreditation self-reports.
 - Participatory process (2015).
- (e) Information from different external agents participating as members of the FPCEE Blanquerna-URL Quality Committee and external people that took part in the participatory process in 2015.
- (f) Previous visit and report by CAE concerning the SGIQ certification process.

1. Fundació Blanquerna Strategic Plan 2016-2020

In October 2016 the document defining the Fundació Blanquerna Strategic Plan (2016-2020) was presented. Blanquerna's global Strategic Plan includes objectives and actions designed by every management board of every Blanquerna faculty (see point 2 in this document). The Strategic Plan is subject to periodical follow-up and revision in order to adapt to the needs and circumstances that can emerge in a changing world.

1.1. Mission and vision

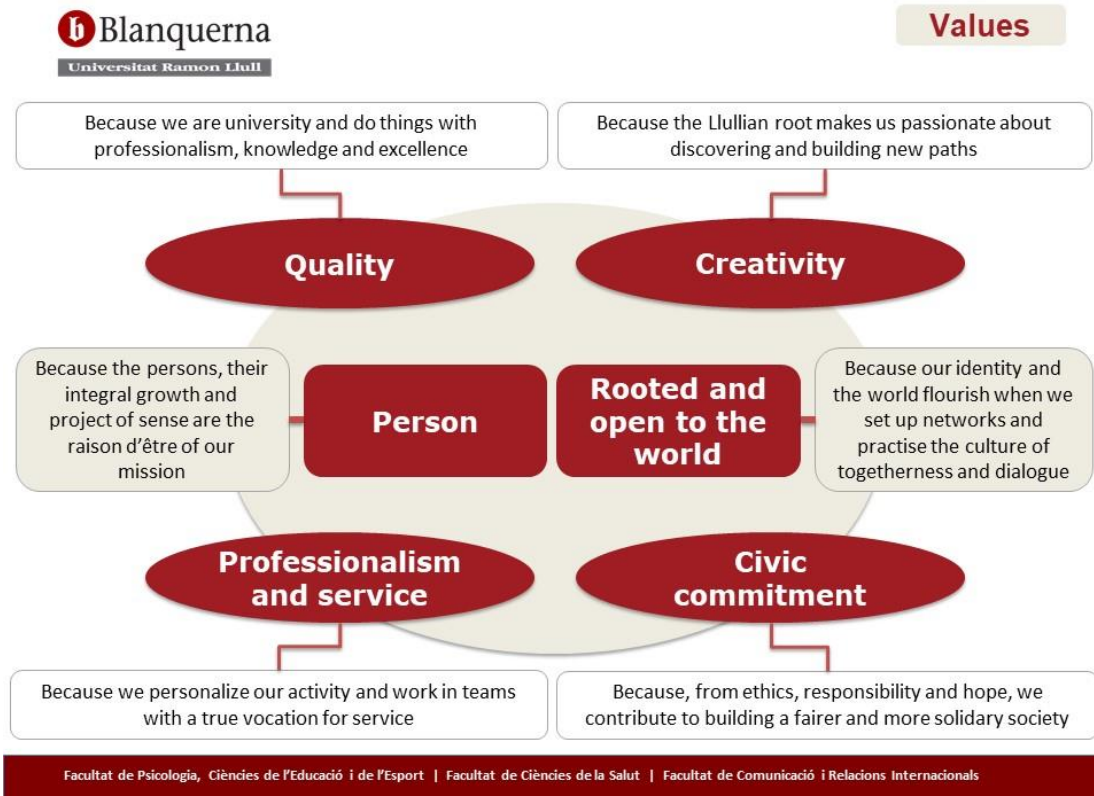
Mission

Blanquerna, as a plural university community, is inspired by the principles of the Christian humanism. It has the mission to provide an integral education in order to allow individuals to become competent professionals, with a wide sense of ethics and compromised with social transformation. Thus, being able to create knowledge focused on justice and the common good.

Vision

To be a Barcelona university institution recognised both nationally and internationally for its own particular and innovative educational style, for the excellent training of professionals with a high employment rate and social commitment, and for the impact of their research on society.

1.2. Values



1.3. Structure



1.3.1. Blanquerna in the world

1. EDUCATIONAL OFFER

To keep and develop an educational offer that is recognized as cutting-edge and for the uniqueness of our educational style.

To update our training offer.

To promote the health environment.

To promote the sports environment.

To strengthen our particular educational style.

2. APPLIED RESEARCH AND KNOWLEDGE TRANSFER

To be a reference for our high added value contribution in the different sectors linked to our fields of knowledge.

To increase applied research.

To increase knowledge transfer.

To obtain national and European research promotion funds.

To implement research support structures.

3. BLANQUERNA TRADEMARK

- To improve the visibility and global positioning of the Blanquerna trademark inside and outside the university sector.
- To improve and promote corporate communications.
- To optimize promotion and recruitment.

4. ACTION IN INNOVATION AND EXCELLENCE NETWORKS

- To promote participation in networks with different interested parties, so that co-creation and mutual enrichment are promoted.
- To expand participation in university networks.
- To expand participation in professional networks.

5. INTERNATIONALIZATION

- To expand Blanquerna's international dimension.
- To set up a corporate office for international relations.
- To increase the number of international students.
- To increase international mobility.
- To sign agreements with universities of reference.
- To set up joint international degree or postgraduate courses.
- To increase research via international cooperation.
- To integrate international reality and teaching-learning activity.

1.3.2. The world of Blanquerna

6. STUDENTS AND ALUMNI

- To empower students and alumni in order to increase their opportunities, professional development and contribution to the Blanquerna project.
- To improve the bond and synergies with alumni.
- To improve labour market entry.
- To promote the entrepreneur profile.
- To increase participation in the Blanquerna project.

7. SUSTAINABILITY AND EASY ACCESS

- To diversify and increase income, focus strategic investments, and reduce access barriers due to economic reasons.
- To diversify income sources.
- To expand grants and scholarships.
- To carry out strategic investments.

8. COHESION, COMMITMENT, AND TALENT

- To promote a people management model that reinforces commitment and promotes talent as key factors for the success of the Blanquerna project.
- To reinforce management and coordination functions.
- To improve integration and follow-up of new staff.
- To promote staff training.
- To adapt the organizational structure to the Strategic Plan.

9. STRENGTHENING COORDINATION AND GENERAL SERVICES

To strengthen synergies deriving from our diversity that revert to the common project, without prejudice to the autonomy of centres.

To establish excellence standards and management indicators.

To take advantage of synergies.

10. BLANQUERNA COMMUNITY

To consolidate the Blanquerna community from the different centres and to create new spaces for joint relationships.

To improve internal communication.

To consolidate and mobilize the Blanquerna community.

To promote communities in the centres.

To strengthen relationship with URL.

To reinforce pastoral action.

2. Objectives of FPCEE Strategic Plan 2017-2021

Following the mission and vision of Fundació Blanquerna Strategic Plan, FPCEE Blanquerna-URL endeavours:

- To be a Barcelona faculty recognized nationally and internationally for its own innovative educational style, as well as for its commitment to quality.
- To be a faculty recognized for its excellence in training professionals and a high rate of employability (centre of reference for employers) and high social commitment.
- To be a faculty recognized for the impact of its research on society and knowledge transfer.

We have different relevant sources of information to enrich the analysis and contribute to designing the Faculty's objectives. In the last few years, different actions have taken place, such as the participatory process (2015) and Fundació Blanquerna Strategic Plan (2016), which are the framework of reference. Some objectives have also been described in the improvement plans from degree and master's course accreditation self-reports, and there are also comments and assessment from the degree and master's course accreditation report written by AQU. These sources of information are also coherent with URL Quality and Academic-Teaching Innovation Policy Plan. From the FPCEE vision and the different sources of information, we drafted the main goal and some strategic objectives that lead to some specific objectives (revised in this document in January 2019) taking into account reports, ISC and recommendations in the previous visit by CAE for the certification of the SGIQ (AQU), among others.

The main goal is to continue offering and improving what we do: integral and quality university education. Educating people to become competent and ethical professionals.

In a context as the present, we need the strong commitment to continue accurately educating competent, ethical professionals, committed to improving society.

For this we need to find references and improve what we do.

This main improvement goal has to set the direction for the strategic and specific objectives. We believe that the best way to present them is to put them in order following the framework of Fundació Blanquerna Strategic Plan. In this Plan, we can see Blanquerna in the world and the world of Blanquerna as the two themes that structure reflection and actions.

Thus, the Faculty has to think about these two themes:

- Theme 1. Faculty's internal management: functioning models, procedures, structure, and dynamics.
- Theme 2. Contributions to the environment and relationships with society.

In order to try to achieve the main goal, we develop some strategic and specific objectives. Some of these objective are immediate challenges, and others are objectives for the period 2017-2021.

Following the idea of the world of Blanquerna or Blanquerna in the world, from the Strategic Plan, we will first present internal objectives and then external objectives.

2.1. FPCEE Internal Strategic objectives (2017-2021):

Thus, theme 1 materializes in three categories (teaching, research, and management/organization/communication) that classify the following eleven strategic objectives:

(a) Teaching

1. To explore and innovate in teaching and learning models.
2. To optimize the training experience of seminars and personalized tutorial action.
3. To improve teaching spaces and sports facilities.
4. To appraise what we do and identify/build new elements that are an appeal and added value to the fact of studying at Blanquerna.

(b) Research

5. To increase/consolidate research productivity, and to promote knowledge transfer (Research Office and research institutes).
6. To increase percentages of teachers with PhD and accreditation (in Education and Speech Therapy degree courses).

(c) Management/organization/communication

7. To rethink the organizational structure (administration, coordination, management board) of some services/departments in order to improve their functionality and give response to new objectives and challenges.
8. To improve processes and establish a simpler and more functional internal quality guarantee system (AQU).
9. To establish clear internal procedures that contribute to quality improvement (academic regulations, internal processes...).
10. To facilitate rotations and replacements in academic management positions.
11. Other objectives linked to improving aspects of academic management, teaching staff, and communication.

The connection between the strategic objectives and the vision of FPCEE Strategic Plan is shown in Annex 1 of this document.

2.2. FPCEE External Strategic Objectives (2017-2021):

Theme 2 is developed into two categories (relations with external agents, and training/R+D+I), which classify the following five strategic objectives:

(d) Relations with external agents

12. To strengthen links with relevant Catalan institutions and entities in the different fields/sectors (education, psychology, sport, and speech therapy).
13. To increase contact and to strengthen links with alumni, employers, and practice centres.
14. Internationalization: To specify and strengthen collaboration synergies with internationally renowned institutions.

(e) Training/R+D+I

15. Knowledge transfer. To give response to demands that we have and promote that knowledge transfer that we are experts of.
16. To promote proposals for postgraduate courses, official master's courses and our own courses. To rethink the structure and redefine resolutions in order to give educational response to new groups and in-service professionals. To propose novelties, «experiment» with blended learning in our own courses.

As mentioned in the previous section, the link between strategic objectives and the vision of FPCEE Strategic Plan is shown in Annex 1 of this document.

2.3. FPCEE Quality Policy

Our quality policy is based on the following principles:

- **Participation** in designing and implementing the centre's internal quality guarantee system (SGIQC), which involves all of us, by reordering organizational structures so that they can help achieve objectives, and by delegating management bodies to team responsible heads, who are guided by evidence and analysis of established indicators, starting from the conviction that centre quality affects students, teachers, and administration staff.
- **Publicity and transparency** of our educational offer and services offered by the Faculty, as well as results obtained, in order to analyse them and identify strengths and improvement aspects of our centre.
- **Legality and legal security** of the centre, which tries to properly apply laws and regulations in the university context.

Likewise, in FPCEE we also consider the following aspects:

The centre's quality policy aims to give response to international, national and state standards.

We intend to incorporate different interest groups into design, follow-up and assessment quality processes, as an element to guarantee the coherence and consistency of the process.

Quality is understood as an instrument that facilitates management because it helps to make decisions and to develop projects to improve the educational offer and services.

We aim for FPCEE excellence, by promoting, spreading and giving support to the culture of quality focused on continuous improvement.

2.4. SGIQ General Objectives

- (a) To establish policies and strategies for quality improvement and academic, teaching, and research innovation at FPCEE, as well as administration services and support to students' services, and to implement efficient internal quality guarantee systems that will be assessed and audited eventually by the corresponding assessment agencies.
- (b) To consolidate internal control and assessment systems in accordance with models based on commitment and social responsibility.
- (c) To create conditions needed for certification.

Annex 1

Connection between strategic objectives and the vision of the Strategic Plan

| MAIN OBJECTIVE: To continue offering and improving what we do: integral and quality university education. Educating people to become competent and ethical professionals. | | VISION of Strategic Plan | | | |
|--|---|--|--|--|---|
| | | To be a Barcelona faculty recognized nationally and internationally for its own innovative educational style, as well as for its commitment to quality. | To be a faculty recognized for its excellence in training professionals and a high rate of employability (centre of reference for employers) and high social commitment. | To be a faculty recognized for the impact of its research on society and knowledge transfer. | |
| THEME 1. INTERNAL | TEACHING | SO 1. To explore and innovate in teaching and learning models. | ✓ | | |
| | | SO 2. To optimize the training experience of seminars and personalized tutorial action. | ✓ | | |
| | | SO 3. To improve teaching spaces and sports facilities. | ✓ | | |
| | | SO 4. To appraise what we do and identify/build new elements that are an appeal and added value to the fact of studying at Blanquerna. | ✓ | ✓ | |
| | RESEARCH | SO 5. To increase /consolidate research productivity, and to promote knowledge transfer (Research Office and research institutes). | | | ✓ |
| | | SO 6. To increase percentages of teachers with PhD and accreditation (in Education and Speech Therapy degree courses). | ✓ | | ✓ |
| | MANAGEMENT / ORGANIZATION / COMMUNICATION | SO 7. To rethink the organizational structure (administration, coordination, management board) of some services /departments in order to improve their functionality and give response to new objectives and challenges. | ✓ | | |
| | | SO 8. To improve processes and establish a simpler and more functional internal quality guarantee system (AQU). | ✓ | | |
| | | SO 9. To establish clear internal procedures that contribute to quality improvement (academic | ✓ | | |

| | | | | | |
|--------------------------|---------------------------------------|---|---|---|---|
| | | regulations, internal processes...). | | | |
| | | SO 10. To facilitate rotations and replacements in academic management positions. | ✓ | | |
| | | SO 11. Other objectives linked to improving aspects of academic management, teaching staff, and communication. | ✓ | | |
| THEME 2. EXTERNAL | RELATIONS WITH EXTERNAL AGENTS | SO 12. To strengthen links with relevant Catalan institutions and entities in the different fields/sectors (education, psychology, sport, and speech therapy). | | ✓ | ✓ |
| | | SO 13. To increase contact and to strengthen links with alumni, employers, and practice centres. | | ✓ | ✓ |
| | | SO 14. Internationalization: To specify and strengthen collaboration synergies with internationally renowned institutions. | ✓ | | ✓ |
| | TRAINING / R+D+I | SO 15. Knowledge transfer. To give response to demands that we have and promote that knowledge transfer that we are experts of. | ✓ | | |
| | | SO 16. To promote proposals for postgraduate courses, official master's courses and our own courses. To rethink the structure and redefine resolutions in order to give educational response to new groups and in-service professionals. To propose novelties, «experiment» with blended learning in our own courses. | ✓ | | |