

STRATEGIC PLAN –2021-2023

School of Economics and Business Administration. Universidad Pontificia Comillas

The present strategic plan continua y consolida el trabajo realizado con el plan estrategico anterior 2019-2021, líneas de actuación arraigadas la misión y visión de la Universidad, e influenciadas por un entorno de fuerte competencia internacional de alta calidad. El presente plan ha sido trabajado por los miembros de la Junta de Facultad, manteniendo de fondo el mismo contexto de plan estratégico de la Universidad vigente: 2019-2023, y la necesidad de seguir avanzando en la consecución de las acreditaciones internacionales AACSB y EQUIS.

The University Strategic Plan addresses the challenges posed by the Digital Age. Accelerated by the dramatic Covid-19 pandemic, this fourth Industrial Revolution demands an improved approach that combines the Humanism that shaped Jesuitical identity, with sustainable growth and global citizenship. Our School is committed to shaping an innovative and engaging educational environment, by strengthening teaching and learning strategies and research practices. La situación de pandemia global ha reforzado la realización de numerosas acciones para facilitar la implantación de tecnología en las aulas y clases, y facilitar la adquisición de las competencias digitales necesarias por parte del profesorado y de los alumnos. Esto a su vez ha abierto nuevas oportunidades de colaboración interfacultativa e internacional, y ha propiciado la innovación docente.

Fully aligned with the University Strategic plan defined for 2019-2023, and in compliance with the international accreditations requirements, the School has approved for the period 7/2021 to 7/2023 the following lines of actions, initiatives, and indicators. In July 2023, the School strategic plan will be revised, and where necessary modified.

School Mission:

“To educate competent, conscious, critical, and compassionate business leaders capable of transforming the world”.

Vision

“To grow as an internationally recognized institution, based on Jesuit values, providing innovative, experiential, global business education for future leaders”.

Values

Christian Humanism, by the Jesuit tradition, acts as the source of the following values:

- Commitment to business management based on ethical principles
- Professional integrity and endeavor
- Balanced and coherent critical thought
- Mutual respect and collaborative spirit
- Preparedness and dedication to serving others
- Compassionate towards the most vulnerable
- Search for integral and sustainable development

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MISION: To educate competent, conscious, critical, and compassionate business leaders capable of transforming the world

VISION: To grow as an internationally recognized institution, based on Jesuit values, providing innovative, experiential, global business education for future leaders

Cross-cutting strategic goals

1) Promote innovation and academic excellence in business education and intellectual contributions

2) Leverage collaboration across faculty and with stakeholders network

3) Extend the Local, National and International Impact of our faculty and students to be a transformation driver

Mission-level Priorities

Educate for business excellence

- Improve Faculty sufficiency and reinforce faculty professional development
- Consolidate Assurance of Learning process and foster teaching and learning capabilities
- Update the academic offer on an ongoing basis
- Strengthen tutorial activities' impact
- Support students in planning their professional career

Cultivate compassionate and empathetic leaders capable of transforming the world

- Place emphasis in activities that respond to the search for one's life project, ethical commitment and openness to deprived realities
- Guide team work efforts, leadership from a commitment to service focus, and experience service-learning apprenticeship
- Support associations and activities that drive faculty-student and alumni interactions

Nurture Science and transfer scientific knowledge

- Foster culture of high impact scholarship and recruit faculty members with consolidated (or promising) research track
- Activate an ecosystem that fosters entrepreneurship as part of the Comillas University strategy
- Strengthen research support services and develop a culture of research
- Support new doctoral programs

Mission Enabling Priorities

Update the digital and technological support systems and spread their use among all School personnel/employees.
Alignment between School services and users' current needs.
Promote and sustain the professional excellence of School staff personnel, providing them with a plan for training and development.
Promote and sustain a transparency culture with an internal communication plan to share information, agreements, policies and initiatives.
Promote and sustain a quality culture.

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Cross-cutting strategic goals

- 1) Promote innovation and academic excellence in business education and intellectual contributions
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Mission-level Priorities

<i>Educate for business excellence</i>	<i>Cultivate compassionate and empathetic leaders capable of transforming the world</i>	<i>Nurture Science and transfer scientific knowledge</i>
<ul style="list-style-type: none"> • Consolidate faculty professional development • Make progress in the Assurance of Learning process implementation • Update the academic offer on an ongoing basis • Strengthen tutorial activities' impact • Support students in planning their professional career • Enhance digital competences 	<ul style="list-style-type: none"> • Place emphasis in activities that respond to the search for one's life project, ethical commitment and openness to deprived realities • Guide team work efforts, leadership from a commitment to service focus, and experience service-learning apprenticeship • Support activities that drive faculty-student interaction and alumni interactions 	<ul style="list-style-type: none"> • Consolidate the culture of high impact scholarship • Encourage high impact intellectual contributions related to economic sustainability and SDG goals • Strengthen research support services and nurture a culture of research • Support new doctoral programs

Specific action lines, initiatives and indicators to achieve desired goals¹

¹ For convenience reasons, we follow the same headlines as the University Strategic Plan. We also mention the AACSB standards that need to be met on each point.

A) Research:

- 1) Increase the number of high impact intellectual contributions by improving Faculty qualifications and research outputs:
 - a. Hire annually at least 4 full-time professors (standard 2, 5 and 15), paying special attention to their research profiles.
 - b. Hire annually, through doctoral scholarships, 2-4 researchers as PhD candidates. Priority will be given to international students that fulfill the requirements. These scholars will be assigned to strategic research lines rooted in Research Groups / Institutes / Chairs (standard 2).
 - c. Devote financial support to academic endeavors: e.g. funding assistance to academic conferences and seminars (standard 2).
 - d. Provide specialized training courses which are either content-related or methodological. At least four courses per year should be offered to the Faculty (standard 2).
- 2) Intensify the internationalization of intellectual contributions:
 - a. Continue to promote the mobility of researchers (standard 2) through the funding of sabbaticals and research stays:
 - Every academic year, at least one School' full-time professor should do a research stay in a prestigious university/research center.
 - b. Continue to promote international collaborations for Ph.D. students.
 - c. Invite prestigious professors from other universities — 1-3 visiting professors per year.
 - d. Promote international research projects, e.g. H2020 (standard 2).
 - At least one H2020 project should be awarded where School professors have a leading/participating role.
- 3) Consolidate a Research Support Team lead by the Vice-Dean for Research. This team will help with:
 - a. The running of the annual meetings for professional career development of each professor which minutes should be held by the Department Head (standard 6, 15).
 - b. IT-Bibliometric: Outlining and implementing a new dashboard with enriched performance indicators by 21/22 course end (Standard 2-15).
 - c. Consolidate, on an ongoing basis, the newly established policy to improve research quality (standard 2).
- 4) Promote the School support structures for research (standard 6-2) to provide better assistance to research groups, e.g. fundraising issues, collaborations with corporates or institutions, skill assessments, networking with international groups, ...
- 5) Support new postgraduate programs (Industrial Ph.D., DBA in Management and Technology) fostering the link between academic knowledge and industry knowledge.

KPI:

- #new professors and new PhD candidates
- #papers published in JCR and SJR ranked journals
- #sexenios vivos de investigación
- #research stays and sabbaticals
- #professors participating in H2020 projects

B. Education and Training:

- 1) Reinforce the acquisition of skills and abilities of both participating and supporting professors on an ongoing basis (standard 15).

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- a) The School shall seek and encourage the training and education of professors with special focus on the areas of teaching innovation and Business Analytics.
- b) The School will promote the assistance of professors to academic or pedagogical conferences and courses (The Dean's Office will supervise that key requirements are fulfilled).

2) Continuously adapt the academic programs offered:

- a) The Faculty Board and the Faculty Senate shall monitor the implementation of the new degrees and double degrees developed during the last 5-7 years and will pay special attention to curriculum and syllabus development, professors' qualifications and student engagement.
 - a. Special attention will be paid to professors and departments where satisfaction surveys show results below 7.5.
- b) Implement and build up the new BBA academic program starting September 2021.
- c) The School will respond to social demands related to new professional profiles in the areas of Business and Business Analytics, continuously improving curriculum contents.
- d) The School will seek to incorporate more international students through the introduction of a School entrance examination 100% in English (in May 2020), and launching an under-graduate program fully taught in English (September 2021).
- e) A new project of a joint Icade-Esade-Deusto Business School will be settled during 2020-2021. The official masters and some postgraduate programs of the School of Economics and Business Administration will be transferred to the new entity, and the School will have to reorganize the offer of its postgraduate programs. Within this new framework, during the next two years, special attention will be paid to:
 - a. Consolidation of the MBA program, by means of:
 - i. Alignment of faculty' profiles to the AACSB requirements.
 - ii. Curriculum review and incorporation of contents from the Technology and Business Analytics areas.
 - iii. Reinforcement of alliances for international exchanges.
 - iv. Improve the students' international exposure.
 - b. Design of a Lifelong Learning strategy for the School alumni and other professionals (standard 1):
 - i. Develop a portfolio of executive programs, in collaboration with the ICAI Engineering School and with the School of Law, within a management and technology framework.
 - ii. Offer specialized executive and in-company programs with prestigious partners whenever possible.
 - c. Monitor the quality of existing programs, addressing potential concerns and strengthening links with alumni.
 - i. Special attention is devoted to the implementation of the recently launched (Sept 2019) DBA program: Doctor of Business Administration in Management and Technology.

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3) Strengthen the impact of the tutorial action through:

- a) Training student representatives. The School shall design a training course that will be implemented for the first time during the 2021/22 academic year.
- b) Setting up a registry of group tutorial activities and designing a rubric to evaluate how these activities are aligned with the Mission, Vision and Values. This should be ready for the 2021/22 academic year.

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KPI:

- #new professors
- ratio of participating professors
- #trainings and continuing Education courses offered to professors
- Evaluation of tutorial action
- Number and profile of MBA applicants
- Number of executive and lifelong learning initiatives

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C. Transfer, Impact and Identity

1) The School will provide support for students when planning their professional career (Standard 4). In this regard, it will be necessary to:

- Grow the School Career Design and Development Unit created on 2018-2019 to support students in three key areas: Internship experiences, career choice advice and monitoring of early career development.
- To follow up on students progress during the first five years after graduation, it will be necessary to establish KPIs and set up a dashboard to monitor every student. This entails investing in IT tools and staff support.

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2) The School should gain visibility and recognition in areas related to the School Mission (Standard 1, 2 and 8):

- By reviewing and validating every year the curricula of those courses more closely linked to our Identity:
 - Specific courses on Professional Ethics.
 - Others closely linked to this area, e.g. courses on Sustainability, and some courses within the Communication, Professional and Interpersonal Skills Certificate, like Ignatian Leadership, Entrepreneurship, or the Learning by Service project.
 - Every course taught in the School, regardless of the topic or degree, allows professors to pinpoint conflicts of interest and difficult moral hazard situations that students are expected to face in their professional life. Teachers should help students understand the tools and develop the strategies to solve these conflicts according to the School's Identity.
 - Identify assessment metrics to address the previous points (AoL Committee).
- By formally articulating thoughts and discussions in the areas of social responsibility and social impact:
 - Support the creation of a University Annual Report on sustainability and social impact. Within this report, the School will provide specific inputs.
 - Fostering School research and contributions (academic papers, research projects, student thesis and other dissertations, whether at Bachelor, Master or Ph.D. level) in the areas of sustainable development, 2030 Agenda, integral ecology² and other topics related to the School's Identity.
- By giving special visibility and recognition to alumni with professional trajectories that have higher social impact or a specific focus on social responsibility.

² Integral means here *comprehensive, holistic*.

- i. Collect contributions and news about our alumni’s business and entrepreneurship initiatives with potential social impact
- ii. Design a communication strategy with Alumni Associations to disseminate knowledge of these experiences across public circles.
- d) Empowering the School Social Consulting Unit to:
 - i. Analyze the possibility of creating a Chair related to social impact KPIs and measure social impact performance.
 - ii. Prepare an industrial Annual Report on social impact (different from the University own’ report on Sustainability) to be presented on a yearly basis to the School’ stakeholders. This should contribute to strengthen institutional links with all stakeholders and society as a whole.
- e) Activate dynamics that foster entrepreneurship as part of the University strategy:
 - i. Increase initiatives to promote entrepreneurship spirit among students
 - ii. Collaborate with Central Services to set up a support structure for entrepreneurs and tutorship of student / entrepreneurial alumni.
 - iii. Promote a Club for Entrepreneurship among our students in collaboration with Alumni Associations.

D. Orientation to Better Service: Guidelines to improve the quality of supporting services.

1) In line with the University strategy, the School will actively support and coordinate the following associations and their activities to drive Faculty-student and student-student interactions (standard 10):

- a. Student Associations:
 - Start Comillas is committed to organize an array of entrepreneurial activities.
 - El Comillas promotes activities to welcome incoming exchange students from abroad and assist them on a variety of issues.
- b. Alumni Associations:
 - i. Club Empresarial ICADE: Collaborates with ICADE providing students’ grants, giving feedback about the curricula and encouraging (through engagement in School’s activities) the entrepreneurial spirit of its partners and the students of ICADE, in any of its specialties.
 - ii. The ICADE Association facilitates access to the labor market for alumni through its job bank.

Código de campo cambiado

Código de campo cambiado

2) The School will evaluate its services to adapt them to current needs on an ongoing basis. This will be done in collaboration with the University Central Services.

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- 1) Update the digital and technological support systems and spread their use among all School personnel/employees.
 - a. The School will support all members of staff in the achievement of technological skills.
 - b. The School will actively attract, hire and retain technological talent at all levels for the Faculty body as well as the supporting staff. In the selection and evaluation processes, the value of technological competencies should have a significant weight. The School will also boost the use of technological tools already available trying to maximize their potential.
- 2) Encourage the professional excellence of its supporting staff personnel, providing them with a plan for training and promotion (standard 7). The School will pay special attention to:
 - a. Transversal and technical competencies: leadership, critical thinking, communication skills in other languages (especially English), problem-solving, computer skills and data analysis.
 - b. Promote horizontal/vertical professional mobility for staff personnel that includes incentive systems.



- 3) Continue to execute annual internal audits.
 - The School fully complies with the University Quality Management System, which follows the guidelines of the ANECA AUDIT model.
- 4) During the 2021/23 period, the school will continue with the internal communication strategy to share information, agreements, policies and initiatives with:
 - a. Faculty members.
 - b. Administrative staff.
 - c. The student community
 - d. Alumni

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