

Strategy Plan

of the Faculty
of Business
Administration
and Management

2022 / 2026



UNIVERSITAT
POLITÈCNICA
DE VALÈNCIA

ADE

Faculty of
Business
Administration
and Management /UPV

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Introduction

The Faculty of Business Administration and Management, hereinafter FADE, is in charge of teaching Bachelor and Master degrees in the field of leadership, management and administration of organizations, both public and private, on the Vera campus of the Polytechnic University of Valencia (UPV).

The FADE dates from the end of the nineteen

nineties when the UPV formally approved the study programme for the Bachelor degree in Business Administration and Management. However, it was in 2000 when the Valencian Government authorized the creation of the Faculty of Business Administration and Management by means of Decree 56/2000.

“Since its creation, the FADE has been recognized as a centre of national and international prestige, high up in the ranking of its sphere”

As a result of bringing the European qualifications into line with the European Higher Education Area, a degree in Business Administration and Management (BAM) and Public Administration and Management (PAM) has been taught at the FADE since the academic year 2010-2011. In addition, four dual degrees are taught: the dual degree in BAM and Telecommunication Technologies and Services Engineering (since the academic year 2013/2014); the dual degree in BAM and Computer Engineering (since the academic year 2014/2015); the dual degree in BAM and Food Technology (since the academic year 2020/2021); and the dual degree in Mathematics and BAM (since the academic year 2022/2023). FADE's educational offer is completed by postgraduate studies, with four

official university Master's degrees: Financial and Fiscal Management, Business, Products and Services Management; Administrative Management; and Social Media and Corporate Communication. Moreover, the FADE is related to the doctoral programme in Business Administration and Management.

The FADE currently has 1,700 enrolled students, 207 lecturers (teaching and research staff) and 23 members of the administration and service staff (ASS). Teaching is carried out by the 11 departments. Regarding international relations, it signed 220 exchange agreements with universities from all over the world and with over 200 collaborating companies and organizations.

Executive summary

For the first time in its history, the Faculty of Business Administration and Management has designed a Strategic Plan (SP_FADE_22-26) to lay down the lines, goals and strategic actions to be followed for the period from 2022 to 2026.

In order to draw it up, a Committee of 20 members (CPE_FADE_22-26) was set up with members of the FADE representing: students; teaching and research staff with their different positions: tenured (full professor, associate professor), and non-tenured (full time lecturer and part-time

assistant professor); and administration and service staff. In addition, a Business School graduate and two members of the FADE's Advisory Board, representing companies and public administration, were included.

The SP_FADE_22-26's elaboration process implied four milestones in which the plan's main elements were defined. Each member of the Business School was informed of the result of each milestone in order to encourage their participation and facilitate monitoring of the plan.

MILESTONE	SEQUENCING
MISSION, VISION AND VALUES	November 2021
STRATEGIC LINES (S.L.)	January 2022
STRATEGIC GOALS (S.G.)	March 2022
STRATEGIC ACTIONS (S.A.)	May 2022

Mission

The Mission of the Faculty of Business Administration and Management of the Polytechnic University of Valencia is to train all-round, competent professionals through innovation, technology and academic excellence, developing their global awareness and creating a positive impact on the management and leadership of organizations.



Vision

The vision of the Faculty of Business Administration and Management of the Polytechnic University of Valencia is to be a national and international reference in organization leadership and management training focusing on social responsibility, entrepreneurship, research and knowledge transfer.



Values



Believing in, and implementing, the values of honesty, integrity, equality, solidarity, and integration.



Acting with professionalism and self-imposed standards of excellence as well as with creativity, drive and an innovative spirit from an international point of view.



Seeking people's satisfaction, making an effective use of resources managed and being accountable to society in a transparent manner.



Practising university government which promotes the participation of different groups.



Promoting FADE's multidisciplinary approach in all fields.

Structure of the plan

The plan has a tree-like structure, whose upper branch is made up of the plan's four strategic lines (S.L.). Each strategic line is developed through its corresponding strategic goals (S.G). Finally, each strategic goal is achieved through a variety of strategic actions (S.A).





S.L.1

Academic Excellence

To achieve academic excellence by means of attracting and developing talent, providing quality education aimed at employability and training in competences in the field of administration and management of organizations.

Strategic Goals

- | | |
|-----------------|--|
| S.G.1.1. | To become familiar with society's needs with regard to our graduates' education |
| S.G.1.2. | To incorporate training needs demanded by society into FADE's curricula |
| S.G.1.3. | To obtain international accreditation: AACSB accreditation |
| S.G.1.4. | To attract potential: attitude, critical thinking, proactiveness, and eagerness to learn and improve |
| S.G.1.5. | To develop the talent of our students by promoting meaningful learning |
| S.G.1.6. | To promote quality employability |

S.G.1.1.

To become familiar with society's needs with regard to our graduates' education

In order to provide quality education, it is necessary to become familiar with the needs of the society in which future professionals are going to work. Education is a dynamic process, and it is important to adapt it to society's needs.

S.A.1.1.1.

To define the criteria for the selection of professionals to be consulted (advisory board, *alumni*, employers, etc.) and draw up a list of them.

S.A.1.1.2.

To draw up a list of useful questions in order to identify training needs for the different degrees.

S.A.1.1.3.

To carry out periodic and thematic consultations with the aim of elaborating and evaluating a list of new proposals.

S.G.1.2.

To incorporate training needs required by society into FADE's curricula

This process calls for reflection to determine the best manner to incorporate the training needs required by society.

S.A.1.2.1.

To set up specialized academic committees by degree in order to evaluate the contents and methodology to be included in course syllabuses and extracurricular activities, while paying attention to identified training needs.



S.G.1.3.

To obtain international accreditation:
AACSB accreditation

The AACSB accreditation is associated with prestige related to quality and academic excellence in business schools internationally.

S.A.1.3.1.

To complete all the stages of the accreditation process from AACSB membership up to the granting of AACSB accreditation.

S.G.1.4.

To attract potential: attitude, critical thinking, proactiveness, eagerness to learn and improve

The academic excellence of a Business School is measured, largely, by its students' potential. To reach academic excellence it is necessary to attract students with great academic potential but also with critical thinking, proactiveness and motivation for learning, entrepreneurship and innovation.

S.A.1.4.1.

To develop a specific communication strategy in order to make visible all our potential focused on the students' competences we aim to develop in the future.



S.G.1.5.

To develop our students' talent by promoting meaningful learning

Meaningful learning consists in networking and knowledge-building across different fields of study. This type of learning is crucial for the quality of student training programme.

S.A.1.5.1.

To create synergies between courses through cross-curricular projects.

S.A.1.5.2.

To create synergies between degrees through cross-curricular projects.

S.A.1.5.3.

To create a work group on specific competences by degree in order to promote their acquisition.

S.A.1.5.4.

To create a work group on cross-curricular competences in order to promote their acquisition.

S.G.1.6.

To promote quality employability

Employability is a consequence of academic excellence. However, the FADE can add value to the future employability of its students by attracting companies to the Business School.

S.A.1.6.1.

To host periodic "Stay Business" events.

S.A.1.6.2.

To organize monographic meetings with companies, graduates, etc. at the FADE.

S.A.1.6.3.

To promote new agreements with companies in order to implement business internships or other training actions which would be of interest to both students and companies.

S.A.1.6.4.

Monitoring business internships and their potential.



S.L.2

Social impact

To generate a positive social impact on organizations, through the dissemination of FADE's culture and values, and, in society, through alignment with SDGs.

Strategic Goals	S.G.2.1. To transmit FADE's culture, knowledge and values to society
	S.G.2.2. To promote proactive relations with, and between, our graduates
	S.G.2.3. To promote relationships with national and international companies
	S.G.2.4. To bring all aspects of the Business School into line with SDGs

S.G.2.1.

To transmit FADE's culture, knowledge and values to society

It is essential to lay down which features of our culture we wish to transmit to society: our multidisciplinary nature, ethics at work, the incorporation of technology in the FADE's different fields, FADE's global impact, or the relationship with national and international businesses, among others. To transmit our culture, knowledge, and values, we need to specify to whom we wish to share them and set out an action plan to implement them.

S.A.2.1.1.

To draw up an inventory of all we wish to transmit to society: knowledge, transfer, research, values, etc.

S.A.2.1.2.

To identify the stakeholders to whom the FADE values may be transmitted.

S.A.2.1.3.

To design a communication strategy in order to disseminate our values, as a distinctive feature of FADE.

S.G.2.2.

To promote proactive relations with, and between, our graduates

Throughout their professional life, our graduates can transmit our values: they are our ambassadors. We use our newsletter and a LinkedIn group not only to liaise with our graduates, but also to maintain sustained engagement. This type of relationship needs to be bidirectional and encourage the feeling and pride of belonging to FADE.

S.A.2.2.1.

To invite our graduates to visit the FADE to give talks, participate in seminars and workshops on a regular basis and depending on their position.

S.A.2.2.2.

To hold a FADE "Alumni day" to encourage networking among our graduates with an educational and recreational programme.

S.A.2.2.3.

To invite our recent graduates to join FADE's LinkedIn group and use this group as a graduate network.

S.G.2.3.

To promote relationships with national and international companies and organizations

This goal will be reached with regard to the companies in which our graduates develop their professional activity as well as to other public and private organizations with which relationship and collaboration will be established.

S.A.2.3.1.

To rely on the Business School's Advisory Board as a link between the FADE and the members of companies that participate regularly in FADE's activities.

S.A.2.3.2.

To run "Open Days for Businesses" at the FADE on a regular basis or on demand.



S.G.2.4.

To bring all aspects of the FADE into line with SDGs

Sustainable Development Goals are essential to evolve socially, environmentally and culturally. The UPV already allocates resources to projects related to SDGs. The objective is to actively participate in these initiatives while, at the same time, generate new actions through curricular and extra-curricular activities.

S.A.2.4.1.

To require that the departments involved in teaching at FADE include SDG activities in their courses' study guides.

S.A.2.4.2.

To launch the "1 SDG, 1 term" action, that is, to organise activities around one SDG per term in order to raise students' awareness in the context of their studies at the FADE.

S.A.2.4.3.

To join sustainable initiatives of the UPV at Vera Campus and of the city of Valencia.



S.L.3

Internationalization

To become an international reference in the field of business management and administration.

Strategic Goals	S.G.3.1. To promote and extend the use of English at the FADE
	S.G.3.2. To increase teacher and administrative and service staff stays at partner universities
	S.G.3.3. To foster student exchange with internationally prestigious universities
	S.G.3.4. To encourage teachers from partner universities to participate in teaching programmes at FADE
	S.G.3.5. To foster internationalization activities at home
	S.G.3.6. To raise the number of internships at international companies

S.G.3.1.

To promote and extend the use of English at the FADE

The use of English is essential in the globalised business world in which we live. This objective seeks to promote and extend the use of English by providing a greater number of courses and activities in English for all the Business School's students.

A.E 3.1.1.

To organise activities in English that would be of interest to students, teachers, and administrative and service staff at the FADE.

S.A.3.1.2.

To increase the number of subjects with English as a medium of instruction in addition to English language courses for undergraduate degrees.

S.A.3.1.3.

To using the FADE's social media to promote actions carried out by the UPV' Language Centre.

S.G.3.2.

To increase teacher and administrative and service staff stays at partner universities

The UPV has a comprehensive exchange programme for its employees (Teachers and Administrative and Service Staff) with foreign universities. In order to promote internationalization at the FADE, an effective communication strategy must be established in order to reach all groups and raise awareness of the potential of these exchange programmes.

S.A.3.2.1.

To design a communication plan aimed at the FADE's teachers and administrative and service staff about exchange programmes and their benefits (curricular and extra-curricular).



S.G.3.3.

To foster student exchange with internationally prestigious universities

Even though the FADE already holds many international agreements with prestigious universities within the ERASMUS and PROMOE programmes, this objective seeks to further improve the existing exchange offer, by signing new agreements while maintaining the current ones.

S.A.3.3.1.

To evaluate and create new alliances, while maintaining the existing ones.

S.A.3.3.2.

To explore funding schemes with banks and other financial institutions in order to support students with the expenses associated with international exchange.

S.G.3.4.

To encourage teachers from partner universities to participate in teaching programmes at FADE

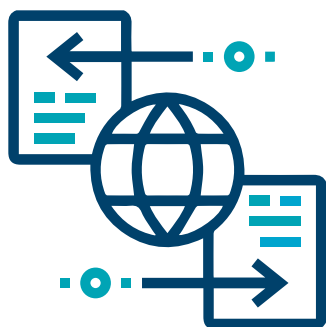
The FADE has a large number of visiting teachers. Nevertheless, the quantity and, above all, the repercussion of the activities in which they participate, is open to improvement. This goal consists in increasing the impact of this type of visits on teaching and research.

S.A.3.4.1.

To create communication and dissemination strategies to attract visiting teachers.

S.A.3.4.2.

To increase the impact of these visiting teachers by encouraging them to participate directly in Bachelor and Master degree courses.



S.G.3.5.

To foster internationalization activities at home

Internationalization at home consists in joint curricular activities with partner universities at the FADE. Creating new internationalization agreements at home helps enhance the FADE's international impact and provides our students with the opportunity to work in an international environment in a Business School's classroom.

S.A.3.5.1.

To implement Blended Intensive Programmes (BIP) within Erasmus+ framework and funded by the European Union.

S.A.3.5.2.

To organize joint activities with our students and incoming Erasmus students at the FADE.

S.G.3.6.

To raise the number of internships at international companies

Similarly, the aims of internationalization should focus on increasing the number of internships at international companies. These actions raise the quality of students' employability and competitiveness in a global labour market.

S.A.3.6.1.

To create an information strategy about international internships in FADE social media.

S.A.3.6.2.

To carry out activities to promote international internships through IAESTE, Erasmus+ internship programmes, etc.





S.L.4

Innovation

To encourage innovation in all FADE areas of activity: education, research, knowledge transfer generated at the FADE, as well as technology and processes.

Strategic Goals

S.G.4.1. To create innovation culture and an innovative viewpoint at the FADE

S.G.4.2. To foster educational innovation

S.G.4.3. To promote innovation in the FADE's processes

S.G.4.4. To promote links between research, knowledge transfer and education

S.G.4.5. To bring the innovation generated at the FADE into line with the innovation systems in the Autonomous Community of Valencia and at the national and European levels.

S.G.4.1.

To create innovation culture and an innovative viewpoint at the FADE

It is important for an organization like the FADE to assimilate innovation culture as a way towards excellence in all spheres. This goal seeks to make widespread the innovative viewpoint regarding all the members, aspects and levels of the Business School.



S.A.4.1.1.

To implement a training and awareness raising programme for the FADE community about innovation and its importance.

S.A.4.1.2.

To launch a communication plan about innovation at the FADE in all its areas of activity: education, organization, administration, etc.

S.A.4.1.3.

To emphasize and reward innovation at the FADE using mentions or prizes for Bachelor theses, Master theses, teaching, processes, research and transfer to teaching, etc.

S.A.4.1.4.

To hold a biennial *Innovathon* among teachers, administration and services personnel staff, and students to encourage new processes, activities, and teaching practices, to improve academic life at the FADE.

S.A.4.1.5.

To generate specific channels for attracting and incorporating innovative ideas.

S.G.4.2.

To foster educational innovation

For the FADE, educational innovation is a fundamental aspect of maintaining the Business School's teaching quality standards.

S.A.4.2.1.

To launch actions for the promotion of educational innovation during each academic year: internal days for disseminating innovation in teaching; special tracks at consolidated congresses on teaching innovation in teaching carried out at the FADE; dissemination of the Business School's ITIPs (Institutional Teaching Improvement Projects); publications on teaching and learning innovation.

S.A.4.2.2.

To design a training programme in teaching and learning innovation related to the knowledge areas taught at the Business School.

S.G.4.3.

To promote innovation in the FADE's processes

Some of the Business School's processes can be improved and simplified to obtain a more efficient *modus operandi*.

S.A.4.3.1.

To draw up an inventory of the Business School's internal processes which need to be improved.

S.A.4.3.2.

To implement possible innovative improvements in the FADE's internal processes with the aim to make them more efficient.



S.G.4.4.

To promote links between research, knowledge transfer and education

This goal seeks to raise the awareness of the synergies between research, knowledge transfer and education as a differential factor of our Business School.

S.A.4.4.1.

To request the Business Chairs attached to the FADE to include a specific action in their training activities.

S.A.4.4.2.

To open up a channel for the dissemination and transfer of FADE research: FADE website and social media.

S.A.4.4.3.

To provide fee funding for teachers and students participating in conferences and presenting the results of their research.

S.G.4.5.

To bring the innovation generated at the FADE into line with the innovation systems in the Autonomous Community of Valencia, at the national and European levels.

S.A.4.5.1.

To elaborate a database on innovation plans and actions in different organizational and geographical areas of interest for the FADE.

S.A.4.5.2.

To establish correspondences between the database from S.A. 4.5.1. with plans and actions being carried out at the FADE.



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