

IQS, a UNIQUE and comprehensive university in
Science, Technology, and Business Management

5 October 2022

IQS Strategic Plan 2026



PERSONA CIÈNCIA EMPRESA
UNIVERSITAT RAMON LLULL

“The personal and professional maturation process for students is the central axis of our project”

IQS Strategic Plan 2026

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Introduction and acknowledgments

The **IQS Strategic Plan 2026** continues the work carried out through the previous IQS Strategic Plan 2020 and aims to define the main lines of action to be implemented for the sustainable development of our institution over the next five years.

The definition of the Strategic Plan and worked jointly in specifying the priority lines of action for the institution. The motto throughout the process of defining the Strategic Plan has been “We Resonate: We Analyse – We Share – We Act,” referring to the fact that decisions concerning our institution must be guided by the analysis, reflection, and commitment to joint action made by the individuals who lead IQS, in a process inspired by Ignatian discernment.

The definition of the IQS Strategic Plan 2026 is based on two fundamental pillars:

1. The mission of IQS as a higher education institution with a Jesuit tradition is to support students in their personal and professional maturation process.
2. People represent the foundation of IQS: professors, researchers, administrative staff, students, and alumni.

The initial presentation of the priority lines of action in the new Strategic Plan was given to all employees during the Christmas 2021 speech by IQS leadership. Subsequently, in order to invite and involve the IQS community, staff proposals and suggestions were noted during a participatory process. The contributions by IQS employees were the result, essentially, of discussions with-

in the different IQS organizational units, led by their respective managers, with some additional contributions made individually. Nearly 30 documents were drafted that express the sentiment of the school's employees and their vision for the IQS of the future. The IQS leadership team wishes to express our sincere thanks to the entire IQS community for sharing their opinions with us.

Additionally, companies that participated in contributing to the Strategic Plan 2020 throughout various projects also took part in defining the current plan, along with information from secondary sources on trends and statistics in higher education and the skills companies will be demanding in future years.

Finally, this document includes comments and contributions from members of the IQS Board of Trustees, which approved the Strategic Plan 2026 on 21 November 2022.

Dr Salvador Borrós
Dr Carles Malet

IQS Strategic Plan 2026

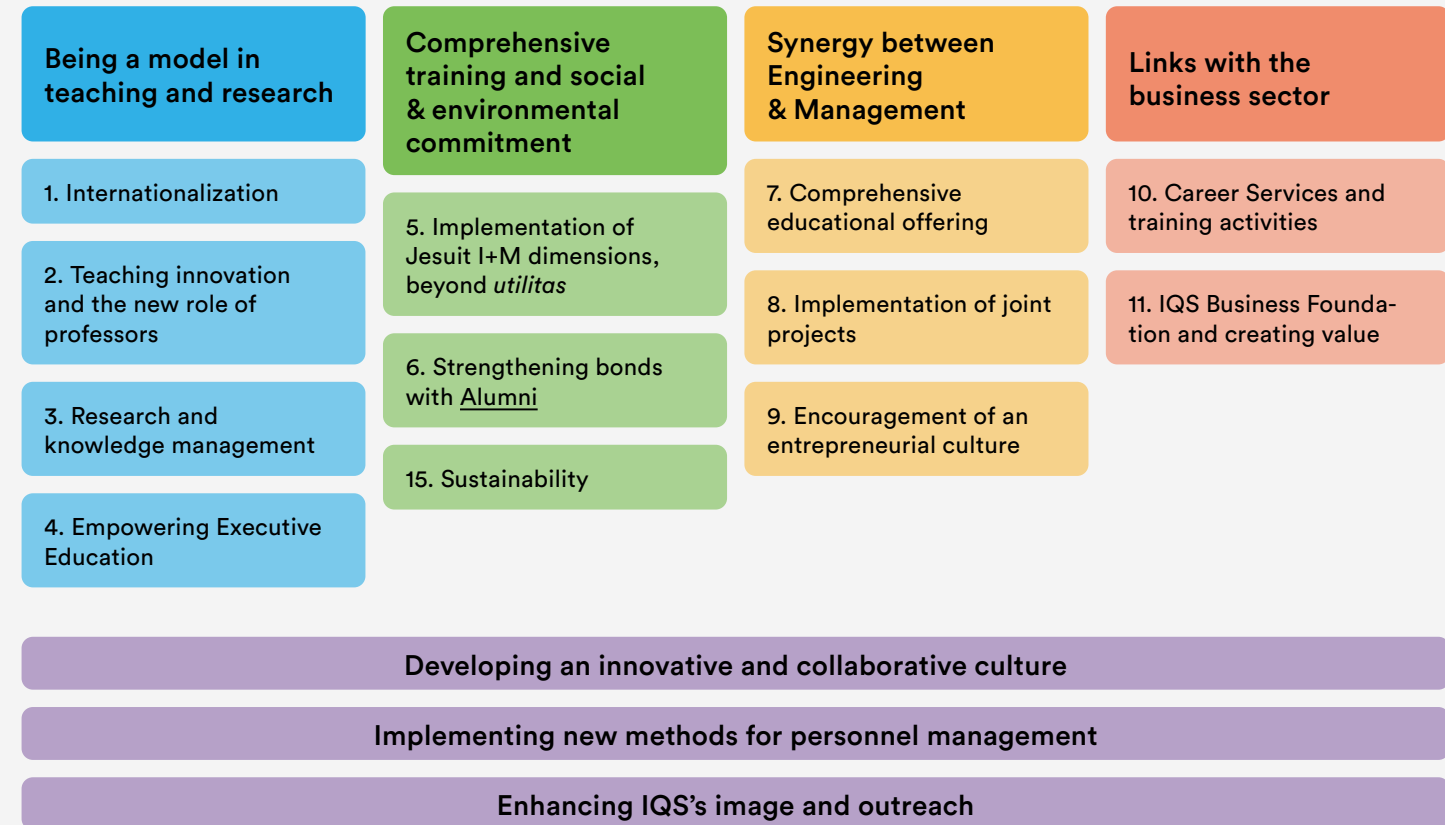
Background and connection to SP 2020

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Background and connection to SP 2020

The last IQS Strategic Plan in 2020 identified four strategic pillars and three cross-disciplinary areas at IQS, as indicated in the following diagram:



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Background and connection to SP 2020

The Strategic Plan 2020 was drafted thanks to a participatory process revolving around 15 projects, each with a project leader and a team consisting of professors and administrative and staff at IQS. The following outstanding results from the SP 2020 are worth highlighting:

→ The identification of new opportunities for future educational offerings in the areas of Health Sciences, Data Science, Entrepreneurship, and International Business.

→ The intensification of IQS School of Management internationalization efforts through new strategic agreements with foreign universities.

→ The definition of Industrial Property research policies and regulations at IQS.

→ The creation of the Student Life department to better support students and the modernization of the Career Services office.

→ The improvement of Alumni services through the launch of the Alumni Life web platform and the creation of an Alumni database in Salesforce.

→ The creation of a teaching innovation committee.

→ Raising awareness about the need to address sustainability at IQS in a cross-disciplinary manner.

Currently, the priority actions identified during the SP 2020 are continuing to be developed and implemented at IQS.

The new IQS Strategic Plan 2026 seeks to review and update our institution's focus and provide guidance for the next five years. The following sections indicate the priority areas of action identified by the Board of Directors, establish actions and indicators, and propose what the main paths towards the sustainable growth of our institution should be along with the resources necessary to implement them.

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SP 2026. Priority areas of action

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SP 2026.

Priority areas of action

As highlighted in the introduction to this document, the IQS Strategic Plan 2026 was crafted thanks to a process led by the team from the IQS Board of Directors, which held regular meetings to jointly define the lines of action for our institution over the upcoming years.

A priority objective during this process has been involving all members of the Board of Directors in making decisions that will impact our entire institution. Along these lines, the motto throughout the Strategic Plan definition process has been “**We Resonate** (*We Analyse – We Share – We Act*)”, referring to the fact that decisions about our institution must be guided by the analysis, reflection, and commitment to joint action by IQS leadership, in a process inspired by Ignatian discernment.

As a result of this process, the following six priority areas have been identified to define the objectives and actions in this strategic plan:

3.1 Teaching and pedagogical model at IQS >

3.2 Research, technology transfer, and entrepreneurship >

3.3 Student experience >

3.4 Personal development >

3.5 Processes and systems >

3.6 IQS within the Society of Jesus >

In the following sections, each area is highlighted and the corresponding objectives and main actions are proposed.

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Teaching and pedagogical model at IQS

Higher education in Catalonia faces, among others, the following main challenges:

→ Stagnation and decreasing numbers of students in Catalonia: according to data from the Spanish National Statistics Institute, a maximum number of young people in Catalonia is expected to be able to access university education in 2026 (85,000 young people), with a gradual decline starting after 2026 falling to today's numbers of 80,000 potential students in 2030 and with a forecast of a net loss of 20,000 young people by 2038.

→ Atomization of the educational offer: since the beginning of the Bologna process, the educational offering of undergraduate and postgraduate programmes in Spain has grown gradually and currently stands at historical highs alongside stagnant growth in the student population.

→ New channels for disseminating knowledge: the digitization of content, access to knowledge through new platforms (MOOCs), and the possibility of remotely connecting with the best professionals and teachers from around the world offer new opportunities for universities that are open to change while also representing a vast threat to traditional and immobile institutions.

→ Changes in the skills demanded of future professionals: the new labour market, where novel technologies are displacing traditional jobs, requires tailoring university curricula to adapt to the future needs of companies. An uptick is expected in STEM professions, Health Sciences, Bioinformatics and Biomedical Engineering, and Environmental Sciences. At the same time, companies are increasingly asking for a solid combination of “hard” and “soft” skills that enable their professionals to adapt to change, work as a team, solve complex problems, and creatively address new challenges that arise.

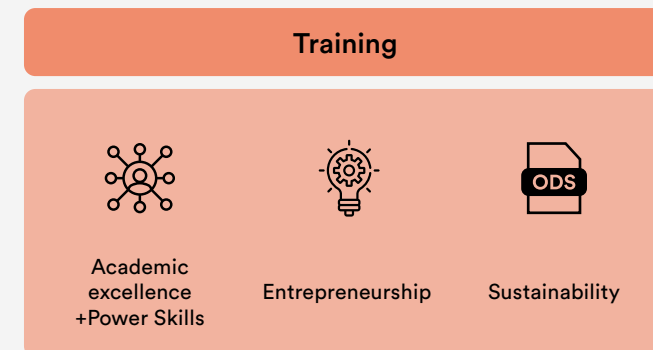


Figure 2
The personal and professional maturation process for students is the central axis of our project

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Teaching and pedagogical model

With this evolution in the educational context, the **objectives** of our teaching and pedagogical model include:

→ Updating and modernizing the pedagogical model at IQS, maintaining the spirit of “learning by doing,” developing flexible models that enable degrees to be adapted to changes in the environment, and taking advantage of the resources offered by new technologies and the synergies between the different IQS departments.

→ Making IQS and its Schools relevant international players, enhancing collaboration with international partners, and being able to attract talent (researchers and professors) and students beyond our local surroundings (Catalonia).

→ Becoming a leader in sustainability, both from an educational point of view and by advocating through the example of sustainable management in IQS facilities and laboratories.

→ Anticipating the needs of future employers and active professionals, adapting the educational offering at IQS to business needs.

The most relevant specific **actions** deriving from these objectives include:

→ Strengthening the synergies between the two Schools at IQS by launching a new joint degree between the IQS School of Engineering and the IQS School of Management in 2025.

→ Establishing of a new Teaching Innovation Unit, falling under the Academic and Quality Council and under the supervision of the deans of the two Schools.

→ Designing and launching two new degrees with international higher education centres in 2025, one within each of the IQS Schools.

→ Creating a Sustainability Committee with a roadmap aligned with the URL and UNIJES Sustainable Development Goals.

→ Creating inter-university platforms for sustainable development with other URL institutions that boast a high social impact.

→ Deploying a Power Skills programme for all IQS undergraduate and graduate students.

→ Exposing all IQS students to entrepreneurship through the recently relaunched IQS Tech Factory.

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Research, technology transfer, and entrepreneurship

In today's world, a university without research is unimaginable. The recent legislative changes promoted by the former Minister of Universities Manel Castells and aimed at guaranteeing the quality of university education and controlling the so-called pseudo-universities reinforce this, and are specified in the preliminary draft of the Spanish Organic Law on the University System (LOSU), approved on 31 August 2021, which states that Spanish universities must invest at least 5% of their budgets in research.

Regardless of the legislative environment, guaranteeing quality research makes it possible to attract teaching and research talent, close deals with companies, and facilitates the creation of new companies with high added value.

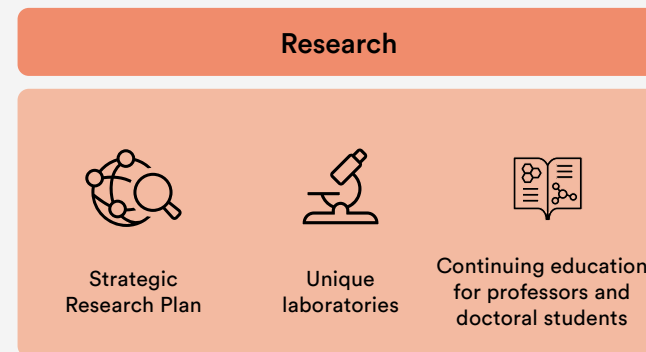


Figure 3
Strengthening research at IQS



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Research, technology transfer, and entrepreneurship

Our **objectives** in terms of research and technology transfer include:

→ Increasing IQS faculty research activity and its impact on the community through concrete policies that reward and facilitate their work as research staff.

→ Reinventing the technology transfer model, adequately incentivizing researchers and professors, and offering a proposal for distinguishing services with respect to the technological centres that is consistent with the research conducted at IQS.

→ Modernizing research equipment in a way that is consistent with the Research Plan and with the aim of having unique laboratories that contribute to the specialization and distinction of our institution.

→ Increasing the impact and reach of our research through communication plans that position IQS as a leading research institution.

→ Supporting entrepreneurship among the entire IQS community and providing entrepreneurs with the support and tools they need to transform their ideas and research results into commercially viable projects.

The most relevant specific **actions** deriving from these objectives include:

→ Developing a Strategic Research Plan in 2023.

→ Creating unique research laboratories: ARN-N-MR, Light Lab, D-lab (Social Sciences).

→ Drafting license and spinoff policies in 2023.

→ Deploying a three-year training plan for research staff and PhD students.

→ Updating the variable compensation policy for research.

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Student + alumni experience

The role of a modern, leading university goes far beyond sharing knowledge with its students. The student experience outside the classroom is an essential part of their education and transformation, and it must be a distinctive feature at our university.

IQS Campus Life is the unit that is home to these activities, and was created following the Strategic Plan 2020. The services offered by Campus Life include:

Student Life

The IQS Student Life department includes International Relations (responsible for supporting everything related to incoming and outgoing students), International Student Services (student support service helping with paperwork and finding accommodation in Barcelona), and extracurricular activities (promoting and hosting social activities for IQS students and official events such as welcome week for the academic year, the graduation ceremony, and so on).



Career Services

IQS Career Services is responsible for helping students handle the internship placement process as well as support during the job search process (CVs, personal branding, and employment research strategies).



Library – Ernest Solvay Documentation Centre

The IQS Library supports the academic community by providing information resources and offering services that help enrich learning, teaching, and research.

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Student + alumni experience

The **objectives** in terms of student experience include:

→ Increasing student satisfaction and their sense of belonging to IQS through continuous support, from their arrival at IQS to their entry into the workforce.

→ Centralizing the extracurricular services offering in one office, making it possible to design activities and act in a coordinated and efficient manner in terms of a comprehensive student experience.

→ Expanding the Alumni community as the backbone of the professional network for our graduates with modern and attractive services for the different segments of our graduates. With over one hundred years of history and more than 15,000 professionals educated at IQS, AIQS, the IQS Alumni Association, needs strong connections between graduates from our two Schools.

The most relevant specific **actions** deriving from these objectives include:

→ Developing a Student Life Strategic Plan in 2023.

→ Creating the Comprehensive Student Support Office in 2023.

→ Offering international internships for undergraduate and graduate students.

→ Convergence between AIQS and Campus Life.

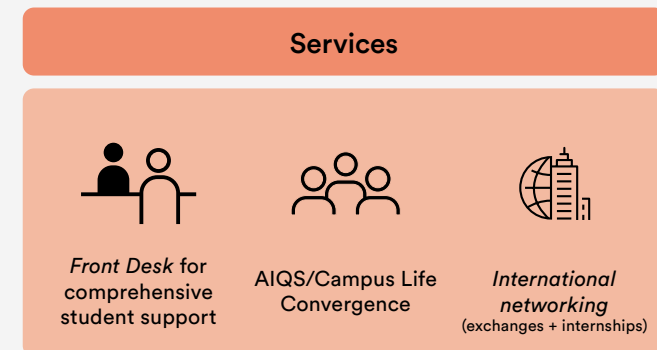


Figure 4
Comprehensive student services

Personal development

The people who form part of our faculty and administrative staff are competent, diverse, motivated, and interconnected individuals who are continuously improving and learning, the best guarantee for the sustainable future of our institution. Looking after our employees is at the heart of IQS's priorities.

Our **objectives** regarding IQS employees include:

→ Identifying and attracting external talent to hire the best professionals: professors, researchers, and administrative professionals (employee branding).

→ Developing internal talent by making a solid commitment to training, performance evaluations, and managing objectives (employee experience).

→ Strengthening employee support by focusing on their physical and emotional wellbeing (employee wellness).

The most relevant specific **actions** deriving from these objectives include:

→ Deploying performance measurement tools for professors and administrative staff.

→ Deploying a wellness plan aimed at employees: physical, emotional, and self-awareness.

→ Consolidating the HRS4R quality seal.

→ Regularly reviewing IQS HR policies to maintain employee turnover at less than 10%.



Processes and systems

Currently, IQS employs around 300 professors and administrative staff, is home to more than 2,000 Spanish and international students enrolled in 10 undergraduate programmes and 13 master's degrees, and features a wide range of continuing education diplomas. This vast scope necessitates agile management mechanisms. As the educational offering at IQS expands and diversifies to meet the educational demands in our surroundings, having modern and efficient procedures and management systems, with a focus on student services is a priority

Our **objectives** in terms of systems and processes include:

→ Modernizing the IQS Registrar's Office by implementing the tools and processes that facilitate increasing the efficiency and services of an organization such as IQS, which has significantly increased its complexity in recent years.

→ Training and empowering employees to face the challenges posed by introducing new processes, new computer tools, and the internationalization of the university.

→ Efficiently and proactively connecting the IQS Registrar's Office with other IQS departments to detect issues before they arise and to establish a culture of continuous service improvement.

→ Promoting the digitization of content and the use of new technologies, with the creation of a single office for student affairs and the implementation of paperless processes for efficient document management.

The most relevant specific **actions** deriving from these objectives include:

→ Creating a single office in 2023.

→ Digitalizing the IQS Registrar's Office's processes.

→ Continuous upskilling and training for the team.

→ Identifying best practices in our URL/UNIJES peer group and uncovering synergies.

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IQS within the Society of Jesus

IQS is a higher education center in the Jesuit tradition and a member of UNIJES and IAJU, built on the principles of *Utilitas, Iustitia, Fides, and Humanitas*. Humanistic education under the values of the Society of Jesus underscores the teaching activity at IQS and the day-to-day life of the school, implicitly reinforced through the IQS [Chair of Ethics and Christian Thought](#).

From the perspective of the IQS Chair of Ethics and Christian Thought, our **objectives** include:

→ Training: Consolidate the presence of subjects that reinforce Jesuit identity, increase training activities within the offer of IQS undergraduate and graduate programmes related to the apostolic preferences of the Society of Jesus, and develop their own degrees in collaboration with other universities.

→ Research: consolidate the IQS Sustainability Economics and Ethics research group over upcoming years, establishing strategic partnerships that position IQS as a leading player in Technoethics and Social Economy.

→ I+M: Promote reflections on our calling, discernment, service learning, and Jesuit values across all levels at IQS (students, professors, and administrative staff).

The most relevant specific **actions** deriving from these objectives include:

- New environmental ethics programme in 2023.
- Research Group of the Department of Ethics consolidated by 2023.
- Updating the Service Learning (S-L) 2023-26 activity plan.
- I+M itinerary for the entire IQS community. The starting point in 2021 was having 20% of IQS staff already trained in Ignatian I+M.
- Developing a discernment training plan for all IQS students.

Professors and Administrative Staff



Attracting
external talent



Personal development
and care

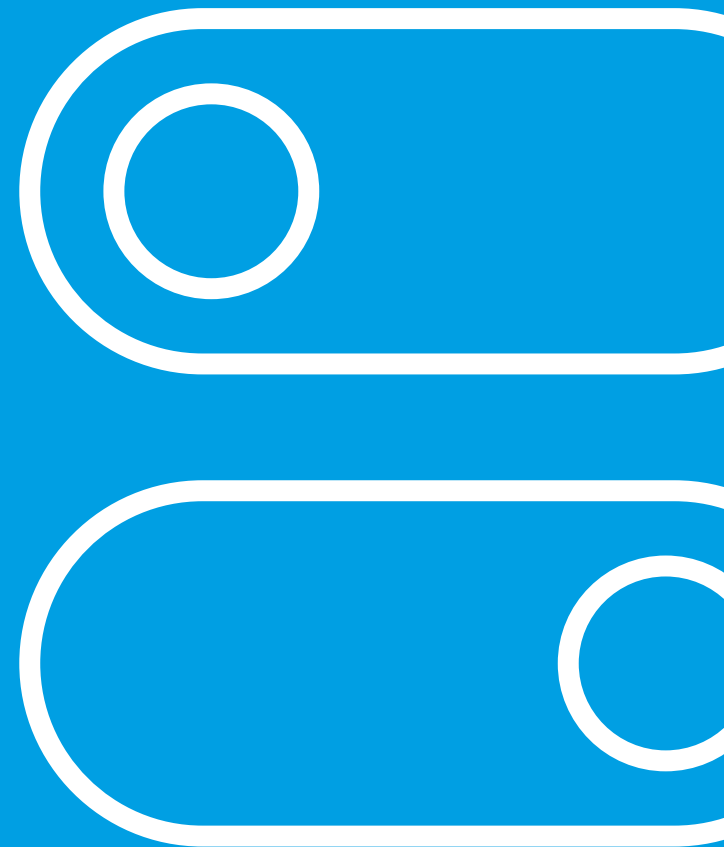


I+M and
Ignatian values

Figure 5
Attracting and developing talent within
the framework of Ignatian values

IQS in figures

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Is growth essential? How and why?

During the previous IQS Strategic Plan 2020, a survey was carried out regarding the situation of higher education in Spain in order to identify what knowledge and skills the labour market would require in future years, to compile data on the current educational offer in Spain to address these needs, and to identify opportunities to develop future IQS educational programmes.

From a demographic point of view, the population of young people at the age for starting higher education in Catalonia will continue to grow until 2026, when it will reach a maximum of 85,000 young people, and will fall back to the figures seen in 2021 (80,000 young people) by 2030. From this time on, a 25% drop is expected (60,000 young people) by

2038 (See Figure 6, “Population pyramid of Catalonia,” source: URL). Of this total of young people at the age for starting higher education, 56% currently end up enrolling in the University Access Exams (Source: Interuniversity Council of Catalonia, see Figure 7).

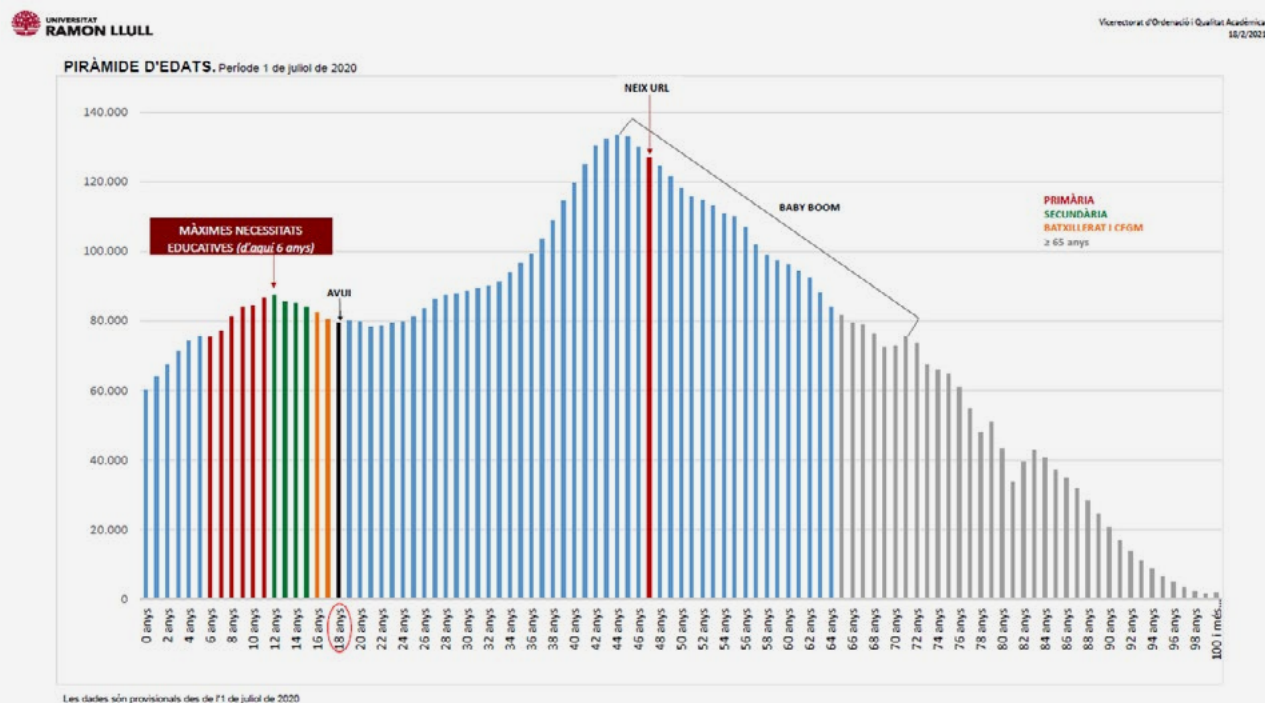


Figure 6.
Population pyramid of
Catalonia. Source: URL

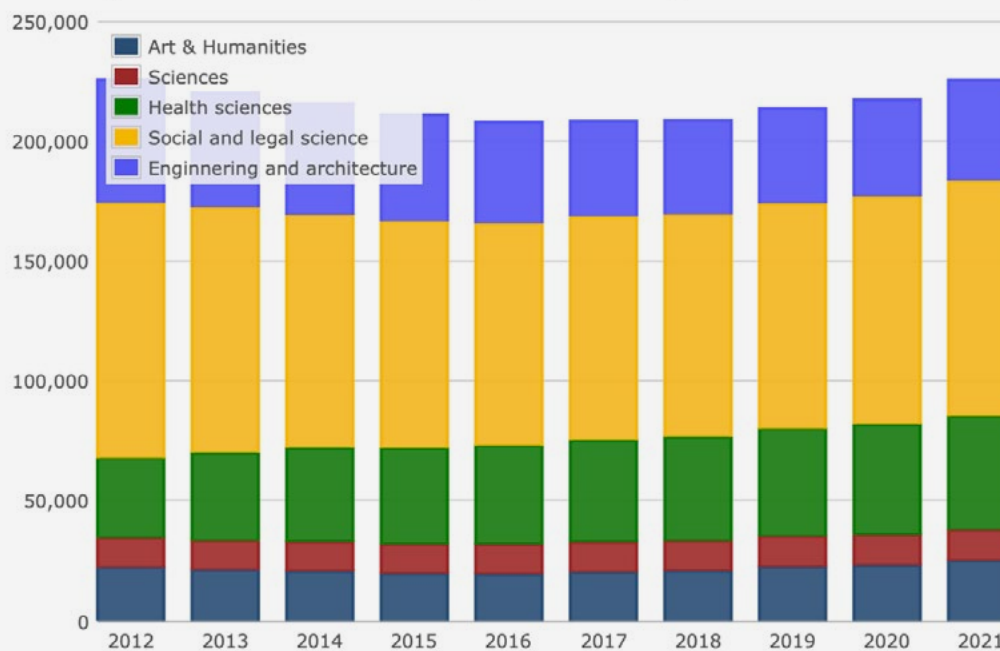
Is growth essential? How and why?

On the other hand, from the perspective of the availability of scientific and technical studies that are consistent with the competences and capabilities of IQS, there is growing demand in health sciences (see Figure 8), especially in biochemistry and biomedicine studies, as suggested by the number of enrolments in these specialties and the high cut-off grade for the University Access Exams at the universities that teach them.

by professionals who have a solid background in both hard skills and soft skills. In this sense, companies have stated that successful management personnel in the future will need to be “Technomanagers” with a solid command of digital tools and data science knowledge, while also strengthening their ability to analyse complex problems, work on teams, and adapt to change.

Finally, in surveys with employers, there is a broad consensus that the jobs of the future must be filled

University education. Students enrolled. By branches of study. Catalonia. 2012-2021



Source: Ministry of Business and Knowledge.

Figure 8.
Students enrolled by areas of study.
Source: Department of Research
and Universities.

Is growth essential? How and why?

It is also worth noting that the traditional concept of soft skills is being replaced by **power skills**. In an environment where companies have to adapt to change more and more quickly, skills related to leadership, teamwork, communication, productivity, and wellbeing have become fundamental for each employee's performance. That is why calling them soft skills no longer makes sense, as if they represented a less important range of skills even though they are essential for current and future jobs (Work Place Learning Trends Report, Udemty Business, 2022). Consequently, and as already indicated in the section on the modernization of the IQS teaching model in the Strategic Plan, this dimension has already been included in the corresponding Action Plan.

As a result of the analysis we conducted on our environment and the training needs detected for the future, the team that drafted the Strategic Plan 2020 underscored that IQS must anticipate and adapt its educational offer to prepare the future professionals who graduate from our classrooms and tackle the new challenges our society faces. At the time, the following areas for possible diversification and growth were identified:

- Degrees in the field of Health, particularly in the area of biomedicine.
- Degrees in the field of Data Science, with applications in the areas of science, technology, and business.
- Degrees in the field of International Management, in which students have impactful international experiences that prepare them as global business

leaders of the future. This led to a reinforcement of the Undergraduate Programme in International Business that was already being considered at the IQS School of Management.

Coinciding with the drafting of the IQS Strategic Plan 2026, the options indicated in the previous Strategic Plan have been specified through the planning and launch of the following new degrees:

- New Undergraduate Programme in International Business, launched in academic year 2021-22.
- New Undergraduate Programme in Biomedical Sciences, launched in academic year 2022-23.
- New Master's Degree in Biopharmaceutical Business, launched in academic year 2022-23.
- New Undergraduate Programme in Applied Mathematics, scheduled for academic year 2024-25.

Additionally, and within the process of strategic reflection currently underway for Tourism and Hospitality studies, the educational offer at IQS will be expanded starting in academic year 2023-24 with the new International Master's Degree in Leading Hospitality Innovation, in collaboration with the Universities of Maastricht and Dublin, and the development of new undergraduate degrees that combine science and services are on the table, such as the Undergraduate Programme in Culinary Techniques, an offering that would facilitate the continued enhancement of synergies between the two Faculties at IQS.

Student estimates 5 years from now

With the launch of new degrees at IQS, we expect to see 30% growth in student enrolment in official bachelor's and master's degrees, reaching 2,700 students in academic year 2026-27. This growth will come mainly from the enrolment of students in the new degree programmes, that is, the consolidation of the Undergraduate Programme in International Business that is highly valued among new students, the launch of the Undergraduate Programme in Biomedical Sciences that began in academic year 2022-23 and has exceeded expectations, and the future launch of the new Undergraduate Programme in Applied Mathematics and its specialization possibilities in science, technology, and business.

The breakdown of the estimate of students enrolled in official IQS studies is indicated in [Figure 9](#) (Global

estimate of IQS undergraduate and graduate students).

2027 Objective:

30% more students (vs 2022)

- 2,300 undergraduate and dual undergraduate students*
- 350 master's degree students

Source of growth: new undergraduate programmes

- Biomedical Sciences
- Applied Mathematics
- International Business

*Excluding students from international exchanges

IQS Student Estimates

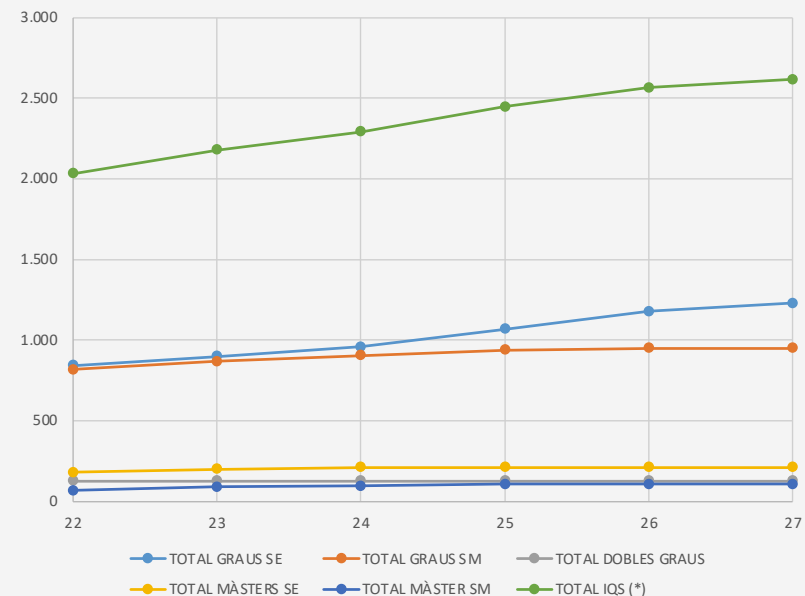


Figure 9

Total estimate of undergraduate and graduate students five years from now

Spaces and facilities

With the student growth estimates for upcoming years, and the current capacity levels of classrooms and laboratories, we estimate that IQS will need to have at **least an additional 1,000 m² of classroom space** (minimum ratio of 1.5 m² per student pursuant to Spanish Royal Decree 640/2021, of 27 July) and approximately **750 m² of additional laboratory space**. The IQS investment plan includes the necessary items to expand our facilities based on these needs, in addition to modernizing and updating existing laboratories and classrooms.

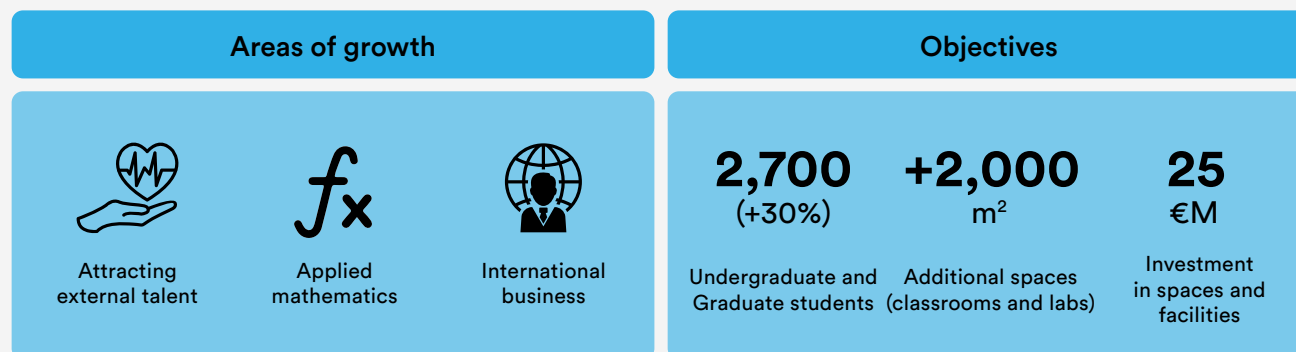


Figure 10
IQS over the next five years



IQS Strategic Plan 2026

Conclusions

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Conclusiones

The IQS Strategic Plan 2026 represents continuity with the Strategic Plan 2020 and aims to define the priority areas of action for our institution.

Following a process inspired by Ignatian discernment, the IQS Board of Directors has worked to establish the following six priority areas for this strategic plan:

1. Teaching and pedagogical model at IQS
2. Research, technology transfer, and entrepreneurship
3. Student experience
4. Personal development
5. Processes and systems
6. IQS within the Society of Jesus

This document highlights the objectives for each of these areas and indicates the main actions that will be carried out. This plan is intended to be a living document that will adapt to changes in our environment and to new challenges and opportunities that will arise in future years.

Regarding our educational offering, IQS has made a **firm commitment to growth primarily through introducing the Undergraduate Programmes in**

Biomedical Sciences, Applied Mathematics, and International Business. Moreover, certain preliminary ideas have been discussed regarding dual undergraduate programmes between the Tourism and Hospitality degree with the School of Management and undergraduate programmes with the School of Engineering, which will be developed within the framework of the Strategic Tourism Plan that is currently being drafted.

With the proposal of diversifying our educational offer, we expect to see 30% growth in the number of students over the next five years, which must be accompanied by the corresponding investments in spaces and facilities to ensure the viability and quality of our training.

IQS Strategic Plan 2026



PERSONA CIÈNCIA EMPRESA
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5 October 2022

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