

Transformation process and COVID crisis management at UPF BSM

Eucen 2020 Seminar Across the Atlantic



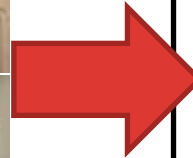
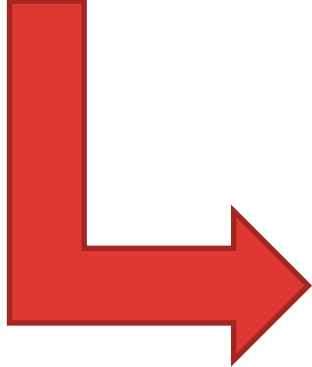
Barcelona
School of
Management



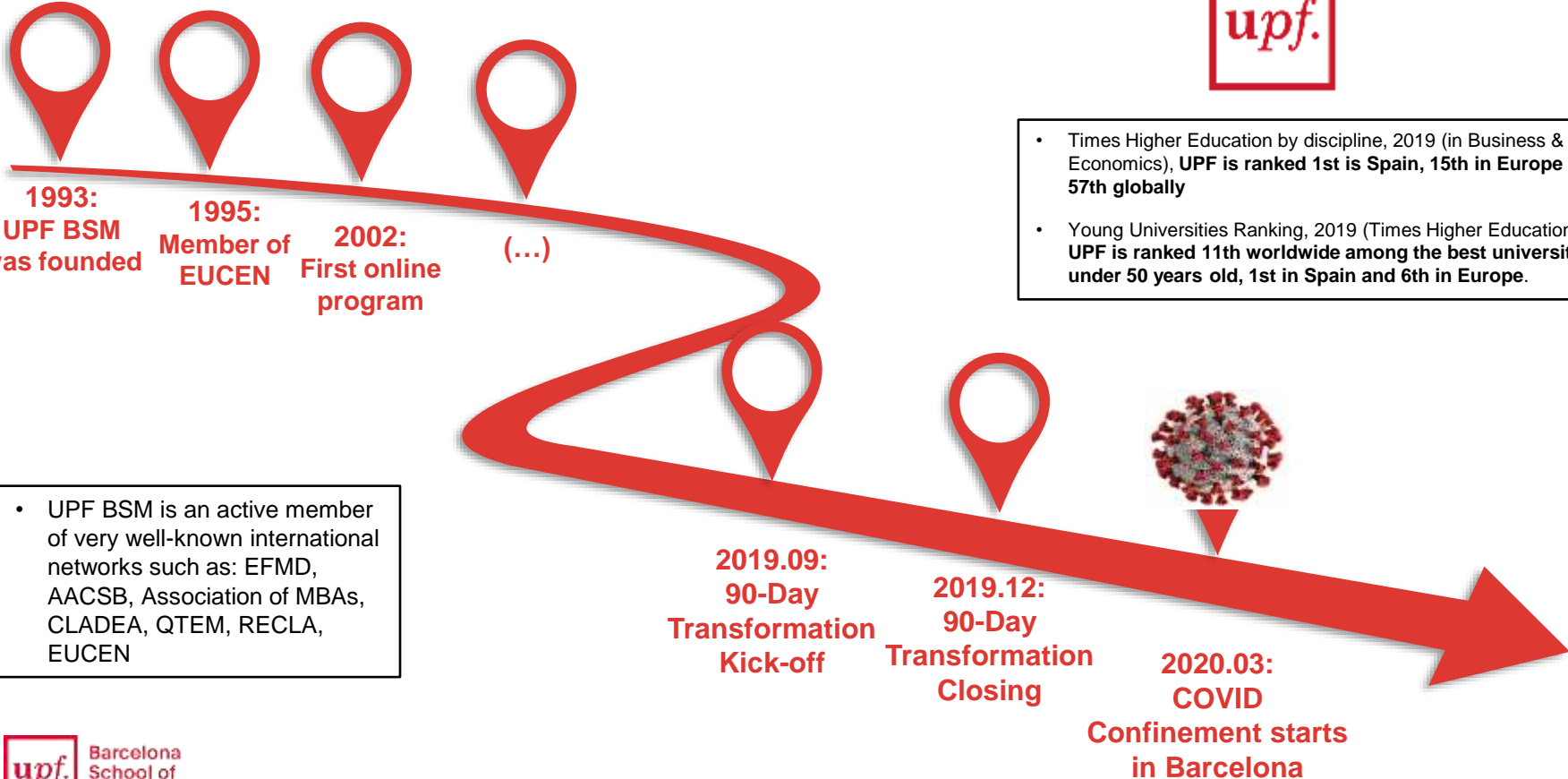
Summary

- **Introduction.**
- **Rapid transformation process.**
- **COVID crisis management.**
- **Closing.**

1. Introduction: Past and future of higher education



1. Introduction: UPF BSM Milestones



1993:
UPF BSM
was founded

1995:
Member of
EUCEN

2002:
First online
program

(...)

- Times Higher Education by discipline, 2019 (in Business & Economics), **UPF is ranked 1st in Spain, 15th in Europe and 57th globally**
- Young Universities Ranking, 2019 (Times Higher Education), **UPF is ranked 11th worldwide among the best universities under 50 years old, 1st in Spain and 6th in Europe.**

- UPF BSM is an active member of very well-known international networks such as: EFMD, AACSB, Association of MBAs, CLADEA, QTEM, RECLA, EUCEN

2019.09:
90-Day
Transformation
Kick-off

2019.12:
90-Day
Transformation
Closing

2020.03:
COVID
Confinement starts
in Barcelona

2. Rapid transformation process: Challenges

- Improving the social impact, satisfaction and trust of stakeholders: society, students, partners, faculty, staff, etc.
- Most of the programs needed faster innovations.
- Revenues should grow faster.
- Build a stable faculty beyond the adjunct faculty.
- Decisions made in the school needed more academic participation.
- The school was mainly focused on national accreditations, but international accreditations and rankings were missed.

Urgency:

Disruptive changes

New necessities

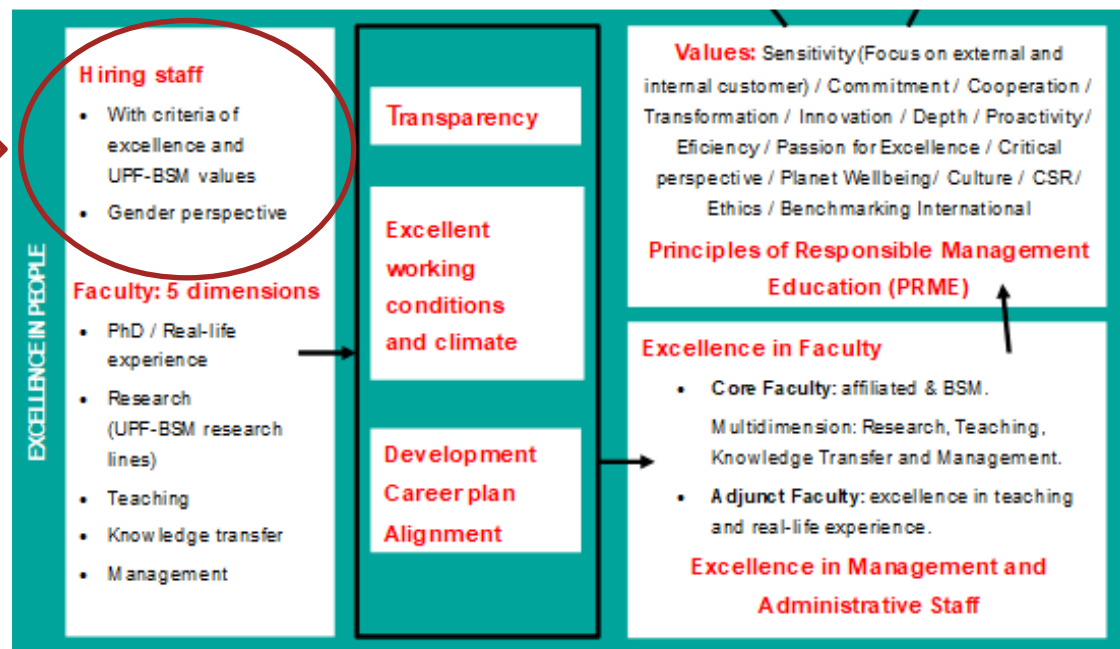
New actors

Sector is moving faster

2. Rapid transformation process: New Strategic Map

Enhance academic dimension:

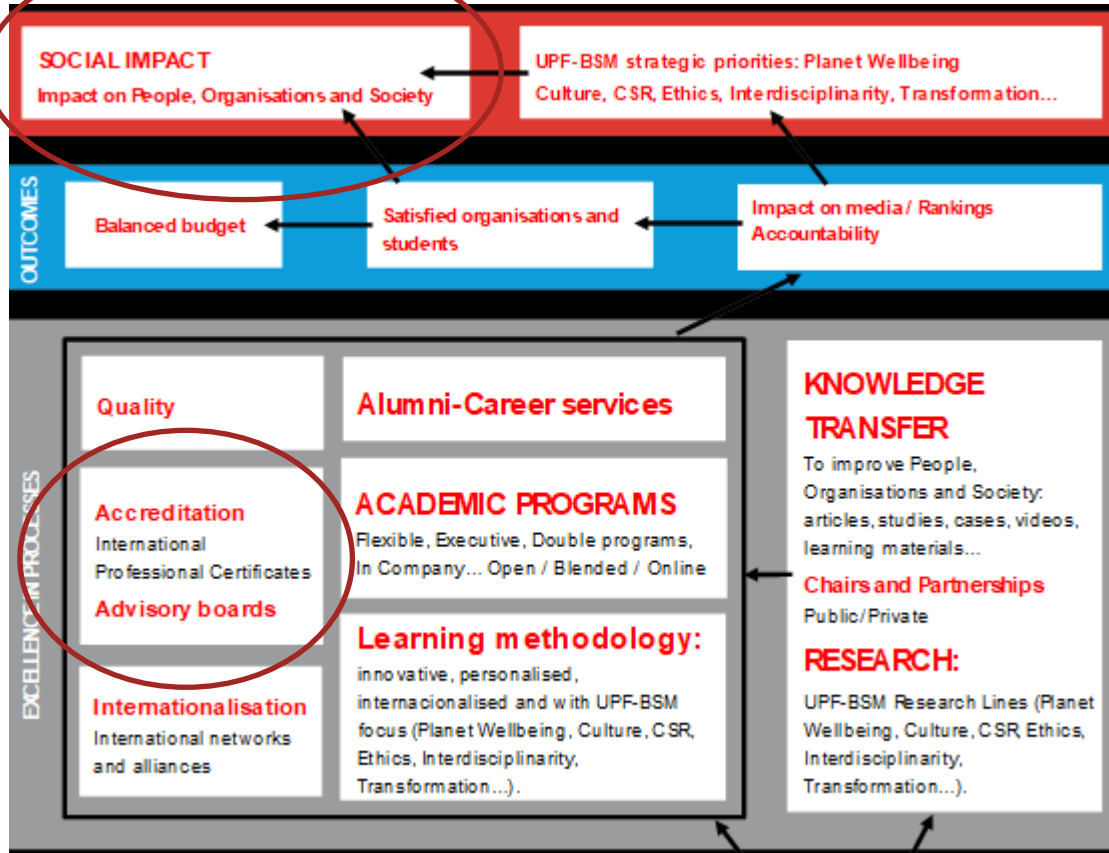
- 5 Associate Deans
- Head of Studies



2. Rapid transformation process: New Strategic Map

Social impact metrics:

- BSIS Assessment
- Social Integrated Value



2. Rapid transformation process: Calendar

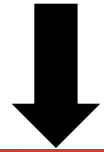
	Date	Time	Activity
<ul style="list-style-type: none"> • 19 Rapid Response Teams (92 people) • Support Office • Executive Team 	25th of July 2019	10:30-11:30	Calendar's approval and creation of the RRTs ,executive team and transformation support office
	2nd of September 2019	10,00-10,30	Initial meeting with all the organisation's members (assessment phase). <u>Call to transformation</u>
	Next 30 days		ASSESSMENT STAGE
<ul style="list-style-type: none"> • 210 Strengths /710Weaknesses 	2nd of October 2019	9,30-10,30	Meeting with all the people of the organisation. <u>The assessment plan is presented</u>
	Next 30 days		INNOVATIVE SOLUTIONS IDENTIFICATION STAGE
<ul style="list-style-type: none"> • 540 Innovative Solutions 	4th of November 2019	9,30-10,30	Meeting with all the people of the organisation. <u>A list of identified solutions is presented</u>
	Next 30 days		PREPARATION FOR CHANGE STAGE
<ul style="list-style-type: none"> • 456 Innovative solutions approved • 88 implemented in 2020.12 	2nd of December 2019	9.30-10.30	Meeting with all people of the organisation. <u>The list of approved solutions is presented</u>
	3rd of December 2019		<u>Start implementing transformation</u>

2. Rapid transformation process: Implemented measures

- New agreed mission and vision.
- Code of ethics.
- Design of a new model of master program.
- New units of Executive Education and On Line Programs.
- New logo for the School using in-house talent and at no cost.
- Newsletter for the staff and faculty.
- Newsletter for the students, alumni and organisations.
- New Faculty policy.
- Creation of an International Advisory Council.
- Creation of Advisory Councils for each area of knowledge.
- Prizes for best suggestions.
- New methodology for meetings (30 minutes meetings...).
- New furniture for the rooms to improve student's engagement.



Old logo

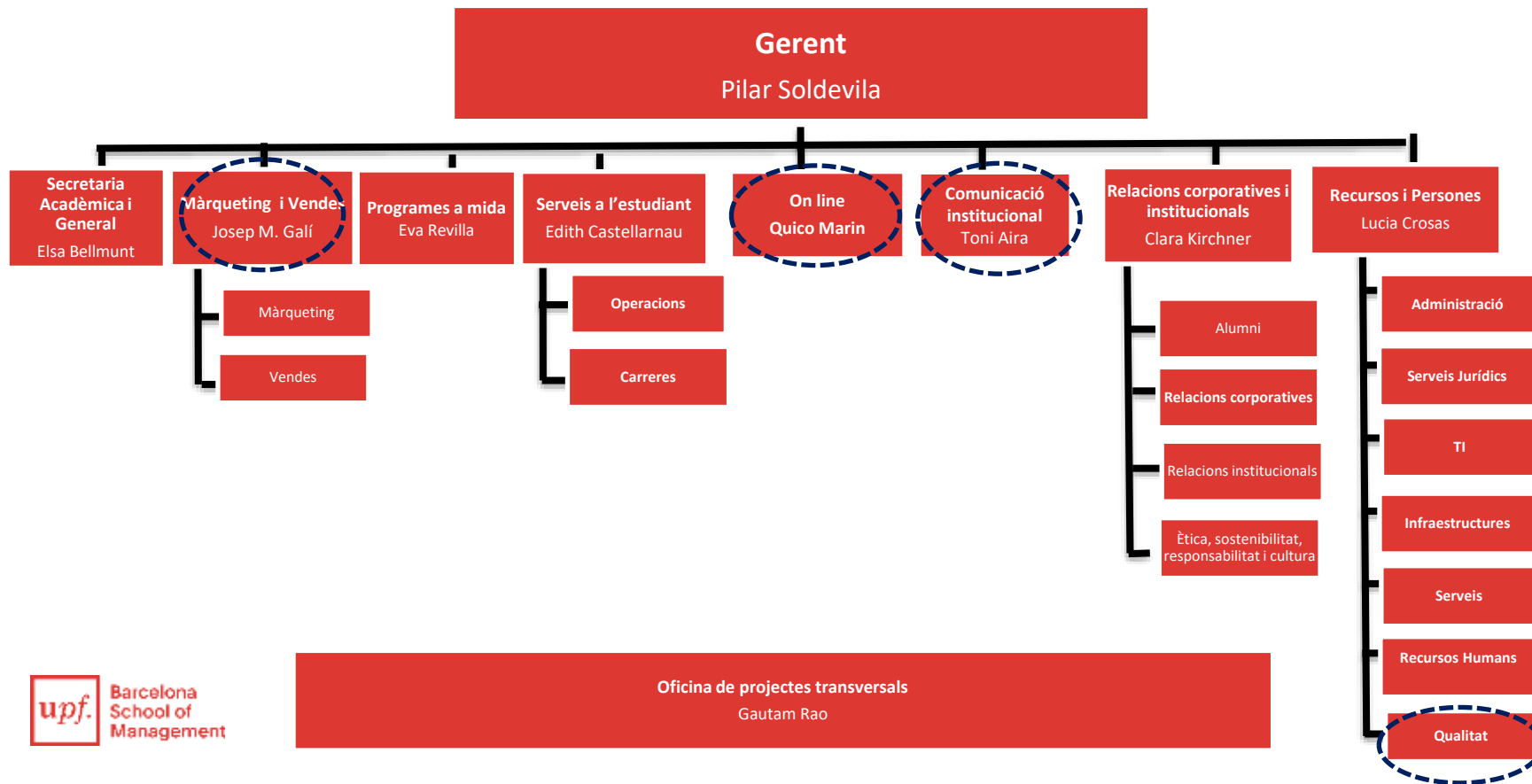


New logo

3. COVID crisis management: School priorities

- Keep school's community healthy, safe and communicated.
- Keep academic and managerial activities ongoing.
- Ensure that students have the best training and professional preparation experience.
- Contribute to tackle the COVID effects in the society.

3. COVID crisis management: Organizational changes



3. COVID crisis management: Health, Safety & Communication

- Balmes Campus closing (2020.03.18; 17:45)
- Health and safety commission: daily meetings, health and safety measures, desconfinement plan,...
- COVID crisis communication cabinet:
 - Web and ecampus, weekly newsletter, social media,...
 - Dean's messages to the UPF BSM community.
 - Plenary online meetings with staff and faculty.



3. COVID crisis management: Academic activities

- 57 face-to-face on going open programs went to remote.
- Face-to-face executive education postponed. Online programs were launched.
- Advancement of starting dates for online programs (10.2020 instead of 01.2021).
- Short specialized online programs launched.
- Tailored and in company programs converted to remote and postponed.

3. COVID crisis management: Academic activities



- **New resources, tutorials and recommendations for faculty.**
- **Helpdesk for remote teaching.**
- **1,730 completed exams**

- **Sincronized sessions.**
- **More than 1,431 classes and 3,000 hours.**
- **Students from 49 countries.**

- **New audiovisual resources (6,990 videos).**
- **7,910 views.**

3. COVID crisis management: Students experience

- Helpdesk for students (doubts, complaints, suggestions, etc.)
- Remote professional career services:
 - 164 internship students working remotely.
 - 60 advisory sessions with students since confinement started.
 - 9 Talent Up Program seminars
- Additional services package:
 - Free access to online specialized courses (+800 students enrolled).
 - Access to student services one more year (student's card, professional career services, communication lab, etc.)

3. COVID crisis management: Contribution to the society

- COVID Observatory: School experts opinions on COVID and its impact in society (webinars, articles, videos, etc.). 61 entries.
- UPF BSM Community solidarity initiatives. 19 initiatives.
- 25 webinars on #RethinkingManagement.
- Doubled scholarships in current course, and new ones for course 2020-21.



3. COVID crisis management: Operational actions

- Remote work of the entire staff has been facilitated and supported (Access to ERP, Safe access to school computers, phone lines, etc.).
- Installation of Microsoft Teams as a central communication tool for all the staff.
- Creation of remote work manuals and self-learning resources.
- Action plan to ensure employees mental health and monitor their professional necessities.
- School campus building maintenance and adaptation for the post-COVID era (new cameras, monitors, micros, etc.).



Breaking
News!



Coronavirus latest: Cambridge University becomes first UK uni to announce online only lectures until summer 2021

More universities are likely to announce hybrid teaching next year - but a union has warned it could put off thousands of students

3. COVID crisis management: Desconfinement plan

- Academic activities:
 - Starting in September 2020 (few exceptions).
 - Face-to-face and remote classes simultaneously.
- Managerial activities:
 - Starting in June 2020 (subject to authorization).
 - Different stages according to employee's personal situation.
 - Individual and collective sanitary and protection measures (mask, gel, distance, signaling, etc.)

4. Closing





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