

2. WORK PERFORMED: QUALITATIVE AND QUANTITATIVE DESCRIPTION OF THE PROJECT

This section provides a qualitative and quantitative description of the actions undertaken within the framework of the CEI UPF-Icària project. In keeping with the methodology proposed by the Spanish Secretary General for Universities, the document is divided into two distinct parts.

First, a descriptive section offers a brief overview of each area of action (teaching and adaptation to the European Higher Education Area (EHEA), research and knowledge transfer, comprehensive social model, and local and business community outreach), including a concise summary of all actions undertaken in the area and a selection of the main progress indicators for each line of action.

Second, a more detailed analysis is provided in the form of the four requested indicator tables (description of the work performed, main outcomes achieved, progress indicators, and resource allocation).

Improvements in teaching and adaptation to the European Higher Education Area (EHEA)

0. Introduction

The campus's designation as a CEI in 2010 facilitated the implementation of several actions in the area of improvements in teaching and adaptation to the EHEA. In particular, attention should be drawn to those actions aimed at increasing teaching quality and improving learning, promoting internationalization, promoting the postgraduate programme, and fostering teaching cooperation with other universities, which are summarized below.

Actions for improvements in teaching and adaptation to the EHEA

Action line 1: Teaching quality and improvements in learning

- A1: Teaching and learning support programme
- A2: Tutorial Plan of Action and continuous assessment
- A3: Promotion of external and internal internships
- A4: Modernization of the services and facilities of the Library/CRAI

Action line 2: Internationalization

- A5: Plan of Action for Multilingualism
- A6: UPF International Experience project
- A7: UPF Global Network Initiative
- A8: A-4U International project

Action line 3: Promotion of postgraduate studies

- A9: Promotion of postgraduate studies and creation of the Postgraduate and Doctoral Studies Office
- A10: Plan to promote the UPF Group's postgraduate programmes

Action line 4: Cooperation projects with other universities

- A11: Implementation of cross-disciplinary bachelor's degree programmes
- A12: Bimodal teaching cooperation projects (UPF-UOC)

1. Teaching quality and improvements in learning (A1, A2, A3 and A4)

❖ Teaching and learning support programme (POESIA) (A1)

Attention should be drawn to the actions related to the implementation of massive open online courses (MOOCs) and to teacher education and training.

First, over the last two academic years, the CEI has encouraged the implementation of **MOOCs**. In this regard, the **TecnoCampus Foundation, the CEI's preeminent strategic partner (aggregation) in the area of teaching** and a pioneer in these types of courses (by way of example, more than 10,500 students registered for the fourth edition of its 'Innotools' course, held in April 2015), played an important role. Efforts were likewise made to ensure the MOOCs' dissemination worldwide (they can currently be taken via multiple platforms, including MiríadaX, P2P, Coursera and, since March 2015, the British platform FutureLearn). Finally, the University Education Videos project, or **VEU project** (from the Catalan), was launched to encourage the creation of

multimedia teaching materials. As testament to the courses' quality, of the nine new MOOCs to be launched in September 2015, six have been awarded funding by the Catalan Agency for Management of University and Research Grants (AGAUR), equal to 19% of all courses to receive such funding. Second, **teacher training** efforts have focused on the provision of specialized courses designed to address specific needs identified by teaching staff. In particular, attention should be called to the language courses and courses on the use of new teaching methodologies. For the last two academic years, these courses have also been successfully offered to the strategic partners (aggregation).

❖ **Tutorial Plan of Action and continuous assessment (A2)**

The **Tutorial Plan of Action**, launched in the 2011/12 academic year and consisting of the individual mentoring of each student by a member of the teaching staff, has already been implemented for all years of the bachelor's degree programmes. Future challenges are related to planning and expanding the **Mentor Project**, involving mentoring between students, a pilot trial for which is currently being conducted at certain centres.

❖ **Promotion of external and internal internships (A3)**

One of the goals set was to expand and enhance the external and internal internship programme. This goal was achieved in the 2012/13 academic year with the implementation of a **centralized management model** for internships and for relations with companies, organizations and recruiters in general. Since then, growth has been exponential: more than 4,000 internship opportunities have been offered, culminating in some 2,350 internship agreements (60% more than in the 2012/13 academic year) at nearly 1,000 companies and institutions.

At the same time, the CEI has both intensified its **business prospecting efforts** in order to find more and better opportunities for students and enhanced its communication with companies with a view to identifying their needs with regard to students. This led to the launch of the **Skills UPF training programme** and a personalized career guidance service intended to provide participants with useful tools for finding jobs and succeeding in selection processes.

Finally, with regard to the **promotion of international internships**, the CEI participated in the Spanish Foreign Ministry's internship programme at Spanish embassies and consulates. Each year, an average of 15 students have undertaken internships through the programme.

❖ **Modernization of the services and facilities of the Library/CRAI (A4)**

Initially, the objectives in this area of action included, first, investments in facilities and, second, actions affecting the supply and provision of resources and services for users. However, due to the recession, the first group of objectives had to be omitted.

Since the university's designation as a CEI, the Library has focused its efforts on **adapting its services to the new needs, challenges and opportunities** offered by a highly digital environment. It has thus worked to enhance its collections and increase the specialization thereof; improve the systems for accessing information resources;

consolidate information and computer literacy training among undergraduate and postgraduate students; offer new support services for getting papers published, in particular, and for researchers, in general; and, finally, offer new support services for creating teaching materials and writing papers. The implementation of many of these services was made possible through its collaboration with **outside partners**, such as the Network of Spanish University Libraries (REBIUN) and the Consortium of University Services of Catalonia (CSUC).

2. Internationalization (A5, A6, A7 and A8)

❖ Plan of Action for Multilingualism (PAM) (A5)

The CEI UPF-Icària campus has a policy of support for the natural coexistence of three working languages (Catalan, Spanish and English), governed by the Plan of Action for Multilingualism (PAM).

Work is currently being done on the plan's second stage, which, among other things, includes the requirement to **certify knowledge of a foreign language**: under current Catalan law (Act 2/2014, of 27 January), all students who have begun their undergraduate studies at a Catalan university in the 2014/15 academic year or later must certify, upon completion of their programme, that they have attained a level equivalent to B2 in the Common European Framework of Reference (CEFR) in a foreign language. Efforts have thus focused on the implementation of the Language Diagnostic Test (PDL), for students seeking to determine their level of English, and the Certificate of Language Proficiency Test (PCCL), for students seeking to certify their level of English during their undergraduate studies. As of June 2015, 56% of students enrolled at UPF, and 21% of students enrolled at its strategic partners (aggregation), already had a level of B2 or higher.

❖ UPF International Experience project (A6)

The project has three main goals: to improve the quality of the reception of international students and staff; to promote different types of 'international experiences' among all member groups of the university community; and to attract the best international candidates.

With regard to the first goal, the CEI has set up an **International Helpdesk** (an information and reception service for international lecturers and researchers) and reorganized the Mobility and Reception Office (for students taking part in mobility programmes). As for the promotion of different types of 'international experience', the CEI has added a new **international section** to its website, including a map of all the international agreements signed by its strategic partners (aggregation), and launched **the UPF International Days international mobility fair**, for the twofold purpose of facilitating contact between the international and local communities and encouraging mobility among local students. It has moreover consolidated the **Erasmus+ mobility programmes for teaching and research staff and for administrative and service staff**, as well as the Erasmus+ programme's international traineeship subprogramme. Finally, attention should also be called to the **UPFellows** programme for recruiting international staff, conducted in collaboration with the European Union's COFUND programme (see Action B3).

❖ **UPF Global Network Initiative project (A7)**

The project had three main goals: to cultivate special relations with preferred partners and in strategic alliances, to participate in competitive grant programmes with top-quality cooperation projects, and to gain a stronger foothold in the Asian market.

With regard to the first goal, the CEI **joined Europæum**, a network of elite European universities, in 2012 and helped to **found the Young European Research Universities Network (YERUN)** in 2015. Additionally, it has **forged special bilateral relations with international partners**, with whom it has defined academic relations that go beyond mobility. Thus, in 2015, the university signed its first agreement to offer a double bachelor's degree programme with the University of Toulouse. This was in addition to **agreements to offer double master's degree programmes** with universities such as Trento, Liège, Warwick, Munich, Stirling, Tilburg, Groningen and Konstanz, as well as the implementation of INT-DRET, a pilot programme for structured mobility in the field of law. Outside of Europe, it has endeavoured to deepen its relations with American universities, to which end special attention should be paid to the **increased cooperation with Johns Hopkins University** (with which it has founded a joint centre on public policy; see Action B1), the University of North Carolina at Chapel Hill, Brown University, the University of Chicago, UCLA and Northwestern University. The period has also witnessed the consolidation of the **UCLA-UPF 'Global Cities'** summer school, offered in collaboration with Banco Santander, the fourth edition of which took place in summer 2015. Finally, the university has increased and deepened its relations with Asian institutions through its annual participation in the **Asia Pacific Association for International Education (APAIE) conference**.

Lastly, with regard to participation in international projects, the university has continued to increase its participation in competitive grant programmes, especially at the EU level, cooperating on an **average of fourteen academic cooperation proposals a year since 2011**. Other projects of common interest have also been promoted through the A-4U alliance (see Action A8) and through coordinated action between the universities of the city of Barcelona and the Ivy League through the Consortium for Advanced Studies in Barcelona (CASB) network.

❖ **A-4U International project (A8)**

One of the CEI UPF-Icària's strengths is the participation of the A-4U alliance (Autonomous University of Madrid (UAM), Autonomous University of Barcelona (UAB), Carlos III University of Madrid (UC3M) and UPF) in the project as one of the strategic partners (aggregation). This participation has, among other things, allowed the campus to make strong inroads into **the markets of the BRICS countries** (Brazil, Russia, India, China and South Africa), as well as other emerging countries, such as Turkey, the Philippines and Iran, which were added as targets in 2013-2015 period. Thus, the actions have focused both on opening new markets and on ensuring continuity in the countries the Alliance has already explored.

The A-4U is currently laying the groundwork for the development of strategic relationships in all these countries. **The joint promotional work is helping to raise awareness of the Spanish university system** and, among other things, has facilitated the signing of A-4U and UPF-specific framework agreements with **various universities**, including: the Indian Institute of Science (IISc), the Indian Institute of

Foreign Trade (IIFT) New Delhi, and the Indian Institute of Technology (IIT) Madras, in India; the University of São Paulo (USP), the University of Campinas (Unicamp), and the Pontifical Catholic University of Rio de Janeiro (PUC Rio), in Brazil, which joined the Getulio Vargas Foundation, the Brazilian Institute of Education and Research (INSPER), and the University of Brasilia (UnB), with which the Alliance already had agreements; and the Higher School of Economics (HSE) in the field of social sciences and the St. Petersburg State University of Information Technologies, Optics and Mechanics (University ITMO) in the field of technology in Russia; as well as new agreements currently under negotiation with Hong Kong University (HKU) and the East China University of Political Science and Law (ECUPL) in China, Ateneo de Manila University in the Philippines, and various other institutions in South Africa and Iran. Additionally, through joint participation in fairs and other promotional events, the Alliance's member universities have been able to publicize the academic programmes they offer in English, which have attracted considerable international interest.

The organization of scientific missions both to and from different institutions has facilitated **mutual knowledge** between researchers from the A-4U member universities and their international partners, encouraging cooperation in teaching and research and laying the groundwork for the preparation of Erasmus Mundus European projects. The A-4U's collaboration with **external institutions**, such as ICEX, the Cervantes Institute or the Spain-India Council Foundation, has enabled it to draw on institutional means and networks to make progress on its internationalization goals.

3. Promotion of postgraduate studies (A9 and A10)

❖ Doctoral School (A9)

The Doctoral School, **founded on 13 July 2013**, has made it possible to bring together in a single structure all the management and information related to doctoral studies at UPF, which are also open to students from the university's strategic partners (aggregation). Its governance bodies consist of a director (the full professor Núria Sebastián, who is also vice-president of the Scientific Council of the European Research Council), a steering committee, an advisory council, the coordinators of the nine doctoral programmes offered by UPF, and the academic committees for each one.

Its goals are: to promote the doctoral programmes' **internationalization**; to bridge the distance between postgraduate programmes and **research** in order to **attract top global talent**; and to cultivate the school's **relationship with industry** in order to improve the job prospects of its PhDs and maintain a high graduate employment rate. This strategy is proceeding apace, as evidenced by the following indicators:

- Internationalization and talent recruitment: 63% of the theses defended in 2014 were defended exclusively in English and 11% in English and another language. 52% of doctoral students (2014/15) are international.
- University-industry: all ten Industrial Doctoral Programme grants applied for were granted (2014/15). Through this grant programme, the Catalan government seeks to foster university-industry relations. The participating companies include: Laboratoris Dr. Esteve (two projects), Lead Molecular Design, Alma IT System, Crisalix Labs, Galgo Medical, the law firm Pareja y Asociados, Quantitative Genome Medicine Laboratories, Editorial Barcino, and Euvitro SL. In terms of

knowledge areas, five projects are being carried out in the area of biomedicine, three in the area of ICT, and two in the area of law.

- Employment rate of UPF PhDs: 94% of UPF PhD are working (according to a 2014 survey of PhDs who defended their theses between 2009 and 2012).
- Launch of the School's website for the purpose of providing clear, accurate and useful information on different aspects of the doctoral programmes.

❖ **Plan to promote the UPF Group's postgraduate programmes (A10)**

The plan to promote the postgraduate programmes offered by the UPF Group (which includes all of the CEI UPF-Icària's strategic teaching partners (aggregation)) was **launched in February 2012** with the organization of the 1st Meeting of UPF Group Postgraduate Promoters. Prior to that meeting, the meetings between the university and its partners had been few and far between and the joint communication virtually non-existent. In this regard, the joint preparation of the CEI UPF-Icària project helped to render these relations more fluid and to give rise to new joint initiatives. Among these, special attention should be called to the development of **a single postgraduate website** (in three languages), featuring all the programmes offered by the strategic partners (aggregation); the preparation and publication in September 2015 of a **joint catalogue** of all the partners' programmes (bachelor's degree, master's degree and doctoral degree); and joint attendance with all strategic partners, for the first time and via a single stand, of the **2015 Future Fair** of master's degree and doctoral programmes, in which more than 100 contacts were made and nearly 500 people served.

4. Cooperation projects with other universities (A11 and A12)

❖ **Implementation of cross-disciplinary bachelor's degree programmes (A11)**

Within the framework of the CEI UPF-Icària project, and within the area of teaching and learning, an ambitious programme was created and carried out aimed at offering new, innovative, multidisciplinary and future-oriented curricula with an international focus that are organized according to EHEA guidelines and adapted to society's needs. The following programmes have been rolled out:

- **Bachelor's degree in Philosophy, Politics and Economics** (A-4U, coordinated by UPF). First offered in the 2013/14 academic year. It is sponsored by Obra Social "la Caixa", which, over the first four years of the programme, will provide a total of 600,000 euros in funding for mobility grants (students must spend time at universities in both Madrid and Barcelona to earn the degree). Excellent outcomes with regard to both admissions (average of 5.5 applicants per place offered and minimum entrance mark of 11.9 out of 14) (2014/15 academic year) and academic performance (achievement rate, or percentage of courses passed out of all courses taken, of 85.9%) (2013/14 academic year).
- **Special bachelor's degree programmes** (they draw on existing programmes to create new interrelated, multidisciplinary ones). Initially, two programmes have been launched: **Journalism** (with content from the Economics, Political Sciences, Law, and Humanities programme curricula) and **Biomedical Engineering** (which is offered jointly by the Faculty of Health and Life Sciences and the Polytechnic School). The latter programme was offered for the first time in the 2011/12 academic year and has had strong outcomes in terms of both admission (average of 1.4 applicants per place offered) and academic performance (average achievement

rate of 84.5%). It is also worth highlighting the offer of simultaneous study (7) and double degree (6) programmes.

- **Two new, original degrees**, to have a three-year duration and targeting an international public. Projected start date: 2016/17 academic year. The first is the bachelor's degree programme in **Bioinformatics**, a cooperation project of UPF and the institution Barcelona Bioinformatics, a joint initiative of the UAB, the Polytechnic University of Catalonia (UPC), UPF and 11 research centres and institutes. Similar programmes are successfully offered in key advanced countries, such as the US, and it has been designed to meet a series of identified needs in academia, healthcare and industry. The second is the bachelor's degree programme in **Global Studies**, which goes beyond more traditional programmes in international relations and into a field of growing international interest (in the US, some 280 universities, including Stanford and UCLA, offer Global Studies majors). The programme calls for an interdisciplinary approach and incorporates a humanistic perspective that ensures that lessons are cross-disciplinary in nature.
- **UPF Open Programme**. Start date: 2015/16 academic year. A new means of admission to UPF, aimed at students interested in multiple disciplines who would like to acquire a cross-disciplinary background before choosing the specific degree they wish to pursue. The Open Programme allows students to take subjects from various bachelor's degree programmes during their first year and the first term of their second year, at all times with the support and guidance of an academic supervisor. In the second year, students then choose which degree they would ultimately like to pursue. Students are admitted to the programme by means of the regular application process.

❖ **Bimodal teaching cooperation projects (UPF-UOC) (A12)**

Since the 2009/10 academic year, UPF and UOC have jointly taught the university master's degree programme in Teacher Training for Secondary Education and Baccalaureate, Professional Training and Teaching of Languages, with UPF as the coordinating university. The following specializations are currently offered: English, Natural Sciences (Biology and Geology; Physics and Chemistry), Professional Training and Guidance, and Educational Orientation. In addition, since the 2013/14 academic year, both universities have participated in the Mathematics specialization (coordinated by UAB in conjunction with the University of Barcelona (UB)).

Efforts have also been made to promote **cooperation between the two universities** (and other partner universities) on the following master's degree programmes:

- University master's degree programme in Criminology and the Criminal Justice System (UPF, University of Girona (UdG), UAB, UOC)
- University master's degree programme in Computer Vision (UAB, UOC, UPC, UPF)
- University master's degree programme in Wireless Communications (UPF, UPC)

5. Progress indicators for the area: improvements in teaching and adaptation to the EHEA

The initial statuses refer to UPF only. In keeping with the international committee's 2011 recommendations, the statuses for subsequent years also include the data for the strategic partners (aggregation), except where otherwise indicated.

Indicators	Initial status (2009/10)	First report (2011/12)	Second report (2012/13)	Final report (2014/15)
Number of undergraduate programmes offered	25	37	38	38
Number of undergraduate students	8,711	11,276	12,060	13,778
Achievement rate for undergraduate programmes (UPF)	84%	88%	90%	90%
Number of university master's degree programmes offered	26	37	45	53
Number of students enrolled on master's degree programmes	893	1,516	1,723	2,237
Per cent master's degree programme students who are international (UPF)	32%	37%	36%	36%
Achievement rate for master's degree programmes (UPF)	91%	92%	93%	93%
Number of doctoral students (UPF)	1,098	1,127	1,217	1,265
Per cent doctoral students who are international (UPF)	53%	52%	52%	52%
Per cent theses defended in English	52%	65%	53%	63%

0. Introduction

The CEI UPF-Icària is a specialized project that, in this area, aims to promote excellence in research, postgraduate education, and knowledge transfer to society. The six actions in this area are described below, grouped into three main action lines: the creation or consolidation of research infrastructure; initiatives aimed at recruiting and promoting talent; and the promotion of research and knowledge transfer support structures.

Actions for scientific improvement and knowledge transfer

Action line 1: Research infrastructure

- B1: UPF Research Park
- B2: Creation of the UPF-UOC interuniversity research centre on moral and political theory

Action line 2: Talent recruitment and promotion

- B3: Talent recruitment and transnational mobility project
- B4: Mobility programme for young PhDs within the framework of the A-4U

Action line 3: Research and transfer support structures

- B5: A-4U European Office in Brussels (OPERA)
- B6: Strategic Knowledge Transfer Plan

1. Research infrastructure (B1 and B2)

❖ **UPF Research Park (B1)**

The consolidation of the UPF Research Park is one of the CEI UPF-Icària project's flagship actions. In July 2014, the CEI inaugurated a new building for activities in the social sciences and humanities:

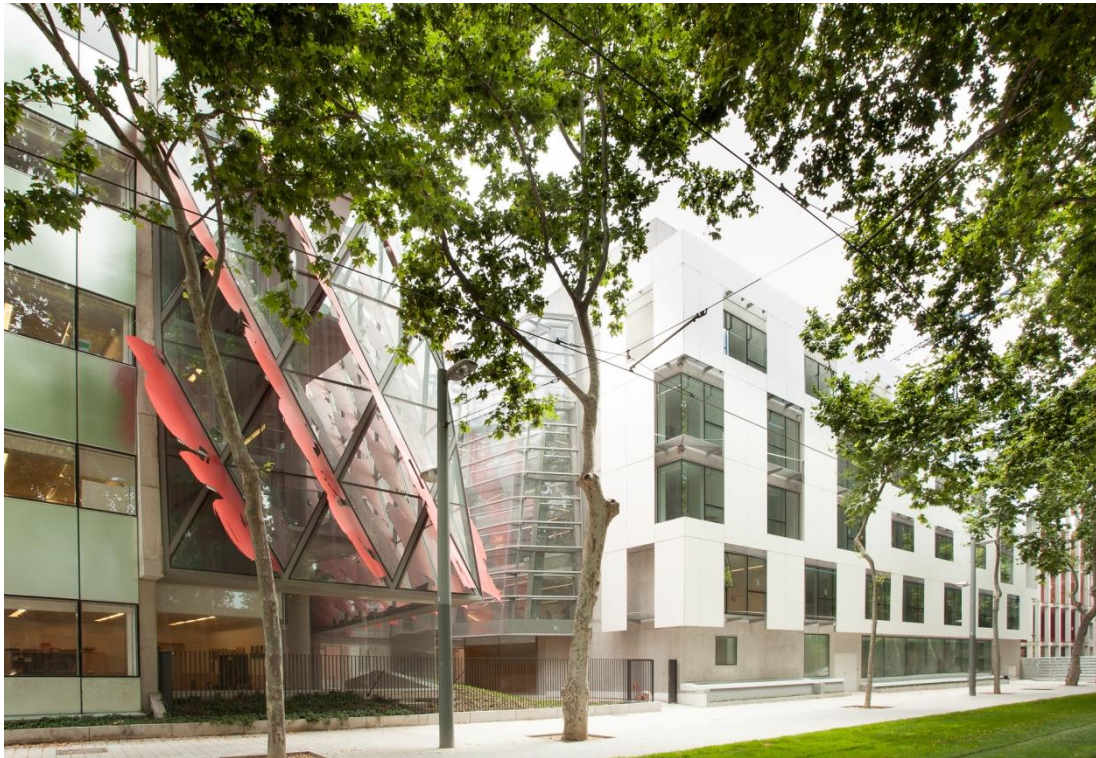
- **Wellington II (built-up area of 8,685 m²). Outlay: 15.2 million euros. Brought online: July 2014.** Funding sources: the Catalonia Competitiveness programme (FEDER 2007-2013) and ACTEPARQ and Innocampus grants from the former Spanish ministries of Science and Innovation and of Education.
The CEI project was key to enabling the construction of this building, which has made it possible to bring together various strategic research partners (aggregation) and UPF research groups in a single space, thereby allowing them to work together in the same place and on the same topics.

The Park also includes the following structures:

- **Mercè Rodoreda Building or Wellington I (built-up area of 3,550 m²). Brought online: July 2008.** Although its construction was unrelated to the CEI project, it is home to several internationally acclaimed strategic research partners (aggregation).
- **Wellington III (built-up area of 4,268 m²).** This building will host the new head offices of the Pasqual Maragall Foundation for Research on Alzheimer's, one of the

CEI's strategic partners (aggregation), as well as the future Barcelonaβeta Research Centre on neurodegenerative diseases. **Investment by the foundation: 14 million euros** (7.5 million for construction work and installations and 6.5 million for the purchase of scientific equipment). The building and its equipment will be financed with the university's own resources and a credit from the Spanish Ministry of Health, Social Services and Equality. Work on the building is well underway, and it is expected to open its doors in July 2016.

The image below shows the UPF Research Park's three buildings.



From left to right, Wellington I (red), Wellington II (white) and, on the far right, a partial glimpse of Wellington III (still under construction). Source: CEI UPF-Icària.

In parallel with the construction work, UPF is engaged in intense efforts to attract **important institutions in the fields of social sciences and humanities** to the Park. In this regard, in addition to the agreements signed in the previous reporting period (with the Barcelona Graduate School of Economics (Barcelona GSE), the Barcelona Institute for International Studies (IBEI), and the Institute for Political Economy and Governance (IPEG)), it has signed a new agreement with:

- **Johns Hopkins University (November 2014). Founding of the JHU-UPF Public Policy Center.** The centre is located in the Park's new building for the purpose of offering academic programmes (primarily in conjunction with UPF) and online programmes (to include a face-to-face portion, which will take place in Barcelona). The agreement likewise provides for the undertaking of joint research projects and the possibility of hosting international events. For additional information, see the [press release on the CEI's website](#).

The Park is also home to the following research groups:

- Experimental Economics Laboratory (LeeX)
- Research and Expertise Centre for Survey Methodology (RECSM)
- Centre for Research on Life Course Dynamics
- Interdisciplinary Research Group on Immigration (GRITIM)
- Health Inequalities Research Group (GREDS-EMCONET)
- Complexity and Socio-Ecological Dynamics (CaSEs)

At present, the shared space has achieved a critical mass of more than 300 researchers, some 50% of whom are international.

❖ **Creation of a UPF-UOC interuniversity research centre on moral and political theory (B2)**

The two universities maintained senior-level institutional contacts to define a preliminary agreement to enable the creation of the interuniversity centre. Ultimately, the agreement was not possible due to the lack of targeted funding for the centre and the difficult economic situation in which the institutions leading the action found themselves. Therefore, efforts were redirected towards other CEI actions. Nevertheless, within the context of these disciplines, a bachelor's degree programme in Philosophy, Politics and Economics has been launched, taught by the member institutions of the A-4U alliance in Barcelona and Madrid. The programme has the sponsorship of Obra Social "la Caixa", which provides funding for mobility grants (see Action A11).

2. Talent recruitment and promotion (B3 and B4)

From the time it was founded in 1990, UPF has stood out for its policy of engaging research and teaching staff with outstanding research profiles and international experience and for forging partnerships with centres with similar standards. The results of this policy can be seen in the **excellent research indicators** achieved by the university and its partners, with regard to both **funding obtained under the EU's 7th Framework Programme (FP7) and its new Horizon 2020 programme** (see point 3) and **scientific output indicators** (when the output is weighted to reflect the university's size). It should also be noted that **two of its strategic partners (aggregation)**, the Centre for Genomic Regulation (CRG) and the Barcelona Graduate School of Economics (Barcelona GSE), have been designated **'Severo Ochoa' centres of excellence** by the Spanish Ministry of Economy and Competitiveness. In 2015, the Spanish Ministry of Economy and Competitiveness also designated the UPF Department of Experimental and Health Sciences a **'María de Maeztu' unit of excellence**.

In this regard, platforms such as IUNE, the Spanish university research observer, have ranked UPF as the most competitive Spanish university, among other things in terms of papers per teaching staff member, the percentage of papers (out of all papers published by the university's teaching staff) published in top-quartile journals, and the percentage of papers (again, out of all papers published by the university's teaching staff) involving international collaboration (IUNE, data for 2015). Likewise, UPF is first in several independent rankings assessing scientific productivity at Spanish universities. This is the case of the research output and productivity ranking of Spanish public universities

prepared by researchers at the University of Granada, which has ranked UPF first since 2010, or the recent U-Ranking, a new classification system prepared by the BBVA Foundation and the Valencian Institute of Economic Research (IVIE), which ranks UPF as the most productive Spanish university. All of this information is provided in detail in the [Rankings section of the CEI website](#).

The CEI UPF-Icària project has helped to strengthen this policy of recruiting and promoting talent through two concrete actions: a recruitment programme (including some initiatives funded under the FP7's COFUND programme) and a mobility programme for young PhDs.

❖ **Project to recruit talent and encourage transnational mobility (B3)**

This project seeks to promote talent recruitment and transnational mobility in a highly competitive environment characterized by a shortfall in resources. The main milestones achieved under this action, in which the funding received under the 2011 CEI Fortalecimiento (Strengthening) programme played a decisive role, were as follows:

UPFellows programme for the recruitment of international talent



- Total budget: 5.4 million euros (40% of which is covered by the FP7's COFUND Programme)
- Goal: to fund the selection and engagement of 24 outstanding postdoctoral fellows
- Three calls for applications (May 2013, March 2014, February 2015)
- Mid-Term Review: Conducted by the EC to check progress and assess the achievement of goals. The EC project officer interviewed the chosen UPFellows. The EC congratulated UPF on the work done.

Incorporation of researchers through competitive grant programmes



- Between 2012 and 2014, 202 postdoctoral researchers were incorporated: 53 in 2012, 58 in 2013, and 91 in 2014.
- Special attention should be called to the results obtained under the EU's Marie Curie programme, leading to the incorporation of 31 researchers over the 2012-2014 period (5 in 2012, 10 in 2013, and 16 in 2014).
- It is also worth noting the publication of calls for applications for the Ramon y Cajal and Juan de la Cierva programmes in 2013 and 2014 (no calls were published in 2012) and the results obtained in the regional Beatriu de Pinós programme, under which UPF was awarded 10 grants in 2014 to engage researchers.

Human Resources Strategy For Researchers (HRS4R)



- Both UPF and the CRG were awarded the 'HR Excellence in Research' badge, identifying them as leading institutions in the area of HR in research.
- Both institutions were members of the third cohort of the Institutional Human Resources Strategy Group, tasked with implementing the strategy and performing the relevant gap analysis.
- The EC subsequently approved the 2014-2016 Action Plan.

By way of summary, Table I shows the number of researchers engaged through competitive grant programmes since UPF's designation as a CEI.

Table I. Number of researchers engaged between 2010 and 2014

Institution	2010	2011	2012	2013	2014	Total (2010-2014)
UPF	32	32	18	33	50	165
Strategic partners (aggregation)	57	36	35	25	41	194
TOTAL	89	68	53	58	91	359

Source: CEI UPF-Icària (annual data as of December 2014)

❖ **Mobility programme for young PhDs within the framework of the A-4U (B4)**

The mobility programme for young PhDs is one of the flagship actions for the strategic partners as a whole (aggregation). The member universities of the A-4U alliance (UAM, UAB, UC3M and UPF) have developed a joint mobility programme for PhDs aimed at fostering mobility among research and teaching staff and facilitating knowledge transfer between the universities of Madrid and Barcelona. Since the programme was launched, UPF has hosted a total of 30 PhDs, nearly all from its strategic partners (aggregation). Specifically, 28 of the PhDs have come from the other A-4U members and 2 from foreign universities (in the US and India).

3. Research and knowledge transfer support structures (B5 and B6)

Active participation in the European Union's Framework Programmes is one of the defining characteristics of the CEI UPF-Icària, due to both the quality of its researchers and the highly internationalized nature of the research it conducts.

Despite having only 1% of the teaching staff in the Spanish university system, UPF received **10% of all funding** awarded to Spanish universities under the EU's **7th Framework Programme** (2007-2013). The report by the Spanish Centre for the Development of Industrial Technology (CDTI, March 2015), with the final results of Spain's participation in the EU's 7th Framework Programme, ranks **UPF fifth among Spanish institutions in terms of the amount of funding received** (two spots higher than in the CDTI's report on the overall results of the 6th Framework Programme, which covered the 2003-2006 period). As for the strategic partners (aggregation), the CRG was ranked tenth.

Attention should also be called to the success of the university and its strategic partners in the Ideas programme (Starting, Advanced and Consolidator grants awarded by the European Research Council (ERC)), **under which the university and its strategic partners (aggregation) have received 19% of all the grants awarded in Spain. In the field of social sciences and humanities, this share is even higher (40%).**

Tables IIa and IIb show the results achieved by the CEI UPF-Icària under the 7th Framework Programme and the EU's new Horizon 2020 programme.

Table IIa. UPF and strategic partner (aggregation) results under the FP7 programme

Institution	Total No. projects	No. projects led		Total funding
		Coordinated (Coop. + Capac.)	Individual (ERC)	
UPF	142	18	19	75,434,883
Strategic partners	142	27	24	98,366,591
TOTAL	284	45	43	173,801,474

Source: CEI UPF-Icària (cumulative data as of December 2014).

Table IIb. UPF and strategic partner (aggregation) results under the Horizon 2020 programme

Institution	Total No. projects	No. projects led		Total funding
		Coordinated	Individual (ERC)	
UPF	23	4	4	11,121,269
Strategic partners	19	4	4	7,879,536
TOTAL	42	8	8	19,000,805

Source: CEI UPF-Icària (cumulative data as of April 2015).

Research and transfer support structures such as OPERA (the A-4U alliance's European office in Brussels) played an important role in achieving these results.

❖ **A-4U European office in Brussels (OPERA) (B5)**

The creation of the Office for the Promotion of European Research Activities (OPERA) was a key action within the CEI UPF-Icària project and was carried out jointly by the four member universities of the A-4U alliance.

The office, which is physically located in Brussels, is intended to provide support to the Alliance's member universities in positioning themselves in the European Research Area (ERA), within the framework of the EU's Horizon 2020 strategy, and in enhancing the leadership and participation of their researchers in European R&D and innovation programmes. Since opening its doors, OPERA has facilitated discussions with key actors from the European Commission for various purposes, such as the preparation of proposals, the submission of institutional initiatives, and the drafting of lists of experts to participate in the Advisory Groups. It has lobbied for the inclusion of the different partner universities in project consortia, etc.

Among its most important activities, it provides support for the organization of events and conferences, within the framework of the standing A-4U/OPERA cooperation project, hosted and/or sponsored by A-4U member institutions. Two events stand out in particular:

- The conference 'Enhancing the Attractiveness of European Universities as a Destination for World-Class Researchers', held on 5 November 2012, sought to

foster debate and the exchange of ideas on strategies and good practices for retaining and attracting talent in a global world, encouraging competition, and rewarding excellence. The conference was held on UPF's Ciutadella campus and featured European authorities, such as **Dr Helga Nowotny, President of the ERC**; Spanish authorities, such as **Ms Carmen Vela, Secretary of State for Research, Development and Innovation at the Spanish Ministry of Economy and Competitiveness (MINECO)**; and regional authorities, such as **Dr Andreu Mas-Colell, Catalan Minister of Economy and Knowledge**. Nearly 300 people attended the event, which also featured staff from various strategic partners (aggregation), such as the Centre for Genomic Regulation (CRG), the Research Centre for International Economics (CREI), and the Municipal Institute of Medical Research (IMIM). Specifically, acclaimed researchers from these strategic partners participated as panellists in the discussions.

- **The conference 'Discover, innovate, be global'**, an initiative hosted by UC3M and UAM, sought to bring industry and academia together at three events with a view to sounding out new opportunities for cooperation in the new 2014-2020 EU financial framework.
 - The first, the European conference 'Boosting competitiveness through strengthening university-industry partnerships', took place on 5 November with the collaboration of the Spanish Confederation of Business Organizations (CEOE). It was open to the public.
 - The second, held on the morning of 6 November 2013, was an information session entitled 'Making university-industry partnerships work: knowledge and innovation communities (KICs) and knowledge alliances'. It was also open to the public.
 - The third, held at an afternoon session on 6 November 2013, was the workshop 'Let's make it happen: how to be successful in a KIC. A practical view for universities'. Attendance was limited to A-4U members and their guests.

In late 2014, the woman who had been the office's director since 2010 voluntarily stepped down for personal reasons. A new director, Stefanie Ubrig, was named. She joined the Brussels office in January 2015.

❖ **Strategic Knowledge Transfer Plan (B6)**

The Strategic Knowledge Transfer Plan aims to add value to the research conducted at the university and in its community, managing the transfer of knowledge as a strategic institutional resource. In fact, its design and implementation have fostered greater interaction between the university, its strategic partners (aggregation), and the different agents from its local and business community. This has led to the creation of new patents and technologies.

Due to their impact on the campus's community, some of the activities carried out under this plan (e.g. the joint creation with the Barcelona City Council of the UPF Business Shuttle Incubation Spaces) are included in Section 4 (Local and business community outreach). Other key activities carried out during the reporting period are described below.

Over the course of the project, the process of identifying and protecting research results was standardized, the software registration process was improved and standardized, and licensing models were developed to market the software that could potentially be of interest to all of the strategic partners (aggregation). Attention should also be called to the preparation of a framework for institutional action with regard to the protection of research results and the creation and co-ownership of spin-offs, the strategic collaboration of the CEI member institutions with the Botín Foundation on activities related to technology transfer in the health sciences, and the laying of the groundwork for the creation of an innovative new transfer structure or tool, UPF Ventures, intended to strengthen the science-industry relationship by identifying relevant business opportunities.

Priority has been given to regular visits to biotech and ICT companies with a view to increasing the cooperation between research groups and industry. Despite the current economic context, neither the number nor the value of the contracts signed with companies has fallen, but rather both have remained stable since 2010. The decline in the indicators for the 2013-2014 period is due instead to the contracts signed with non-profit organizations and government institutions. Revenue from licences and royalties gradually increased compared to previous years, UPF launched 23 new spin-offs over the course of the project, consolidated the coordination of the activities to promote entrepreneurship carried out in the university's different departments and units, and strengthened the cooperation between the strategic partners (aggregation). With regard to communication activities, work has been completed on the Knowledge Portal, the online platform that will showcase the catalogue of commercially viable research results and technologies produced by the various CEI member institutions. UPF's technologies are the first to be featured; the catalogue will gradually be expanded to include those of the other partners, as well.

Cooperation was strengthened with the transfer and assessment units at Catalan universities, as well as with the local and business communities of the various strategic partners (aggregation). Activities launched in prior periods related to networking and cooperation with organizations involved in transfer, assessment and business start-ups have been consolidated. Specifically, cooperation agreements were signed with the following organizations for the common purpose of fostering entrepreneurship and business start-ups among the project partners: the private investor network Business Angels Network de Catalunya (BANC), Xarxa d'inversors Keiretsu Forum (Keiretsu Forum Investor Network), Seniors Españoles para la Cooperación Técnica (Spanish Seniors for Technical Cooperation, SECOT), Voluntarios en Asesoría Empresarial (Business Consulting Volunteers, VAE), Associació Ecommerce & Tech Barcelona (Barcelona e-Commerce and Tech Association), MicroBank "la Caixa", and Uniemprende, a new investment fund for university spin-offs. As a result of this expansion of the investor network, UPF was able to hold two investment forums attended by ten different investment funds and business angel networks. Finally, cooperation with business idea validation and coordination programmes coordinated by other organizations and public and private players was likewise strengthened, with a view to increasing the chances of success for the CEI project's start-ups and spin-offs.

Table III shows the main outcomes achieved by the university and its strategic partners (aggregation) in the field of knowledge transfer since the campus's designation as a CEI.

Table III. Knowledge transfer: outcomes achieved by the university and its strategic partners (aggregation)

Knowledge transfer indicators	2010	2011	2012	2013	2014
R&D and innovation contracts (in million euros)	18.1	20.5	22.3	20.2	17.4
Number of patents and software copyrights (annual total)	15	16	11	11	17
Number of licensing and transfer agreements (annual total)	16	10	13	14	12
Number of start-ups and spin-offs (cumulative total)	4	8	10	18	23

Source: CEI UPF-Icària.

4. Progress indicators for the area: research, knowledge transfer, and funding

In both tables, the initial statuses refer to UPF alone. In keeping with the international committee's 2011 recommendations, the outcomes from the second and final reports also include the data for the strategic partners (aggregation). Unless otherwise indicated, all data are from the CEI UPF-Icària itself.

Research indicators	Initial status (2009/10)		Outcomes in second report (2012/13)		Outcomes in final report (2014/15)	
	Date	Value	Date	Date	Value	Date
No. papers published in indexed publications (UPF) ¹	2009	605	2011	858	2013	868
No. papers published in top-quartile journals ² (UPF + SPs)	2009	304	2011	842	2013	1.481
No. EU FP7 projects (cumulative total, UPF + SPs)	2009	39	2012	212	2014	284
No. EU FP7 projects coordinated (cumulative total, UPF + SPs)	2009	5	2012	31	2014	45
No. EU FP7 individual projects led (ERC) (cumulative total, UPF + SPs)	New indicator	New indicator	2012	31	2014	43
Total funding received for EU FP7 projects (cumulative total, UPF + SPs; in million €)	2009	18,2	Dec-12	116,9	2014	173,8
Total funding received (in million €) for EU Horizon 2020 projects (cumulative total, UPF + SPs)	New indicator	New indicator	New indicator	New indicator	Apr-15	19
No. postdoctoral fellows engaged (annual total, UPF + SPs)	2009	26	2012	53	2014	91

¹ Source: IUNE. Published data refer to the previous year. Data available for universities only (UPF).

² Source: IUNE for UPF; the strategic partners themselves for the SPs (aggregation). SPs include: CREI, Barcelona GSE, IBEI, CRG, CREAL, IMIM, Barcelona Media and UOC.

Transfer indicators	Initial status (2009/10)		Outcomes in second report (2012/13)		Final outcomes (2014/15)	
	Date	Value	Date	Date	Value	Date
Value of research contracts with businesses and institutions (annual total, UPF + SPs; in million euros)	2010	7.5	2012	2010	7.5	2012
No. new technologies identified (cumulative total, UPF)	June 2010	20	2012	June 2010	20	2012
No. patents and software copyrights (cumulative total, UPF + SPs)	June 2010	6	2012	June 2010	6	2012
No. licensing agreements (annual total, UPF + SPs)	2010	8	2012	2010	8	2012
No. tech spin-offs (cumulative total, UPF + SPs)	June 2010	3	2012	June 2010	3	2012
No. tech spin-offs + start-ups (cumulative total, UPF + SPs)	June 2010	4	2012	June 2010	4	2012

Research funding by funding body	2010	2011	2012	2013	2014
Catalan government	9,689,914	8,473,619	6,636,578	3,256,803	6,355,632
Spanish government	28,243,800	32,567,415	21,949,912	15,431,563	20,807,957
EU government	24,785,174	27,509,752	30,677,929	31,341,841	23,500,079
Companies and institutions	18,125,117	20,477,170	22,293,828	20,230,924	17,375,862
Total CEI UPF-Icària	80,844,005	89,027,956	81,558,246	70,261,130	68,039,530

Funding by recipient organization	2010	2011	2012	2013	2014
UPF	32,894,800	33,014,046	28,190,884	29,890,589	29,571,417
Strategic partners (aggregation)	47,949,205	56,013,910	53,367,362	40,370,541	38,468,113
Total CEI UPF-Icària	80,844,005	89,027,956	81,558,246	70,261,130	68,039,530

Transformation of the campus for the development of a comprehensive social model

0. Introduction

The CEI UPF-Icària project has also made it possible to increase the university's cooperation with its various stakeholders. Ties have been strengthened with its strategic partners (aggregation), such as the A-4U alliance (see actions A8, B4 and B5, among others); with its strategic teaching partners (see actions A9, A10 and A11, among others); with its strategic research and knowledge transfer partners (see actions B1, B4, B5 and B6, among others); and with local companies and institutions, with which it has generated considerable synergies (see Chapter 4. Local, business and social community outreach).

At the same time, the 2010 project also prioritized a series of actions aimed at strengthening the university's ties with the members of the university community itself, enhancing the range of services and activities offered to various groups, including via contracts and agreements with local institutions. This section thus describes the three actions set out in the 2010 project, as well as other activities, such as those described above, that are also intended to foster the development of a campus seamlessly integrated in its community.

Actions for the development of a comprehensive social model

- C1: UPF Alumni programme
- C2: E-administration implementation project
- C3: Plan of Action for a Comprehensive Model of Student Participation

1. UPF Alumni programme (C1)

Since the Alumni programme was launched within the framework of the 2010 CEI project, several actions have been taken to locate and recruit the university's students and alumni: telephone campaigns to track down potential members; direct mailings; class meetings; and attendance of graduation ceremonies, registration and various university fairs. As a result, in the 2014/15 academic year, programme membership increased 23% compared to the previous year, such that there are now more than 11,200 members, equivalent to 30% of all UPF alumni.

Additionally, in order to enhance its visibility, the programme has diversified its communication channels. They now include a website, various social media accounts (Facebook, Twitter, LinkedIn and YouTube), a twice-monthly newsletter, a print magazine and the graduation ceremony magazine. It is thus able to reach all audiences, from the earliest alumni to the most recent graduates, offering exclusive content for each platform. It has also endeavoured to help alumni boost their careers through the Skills UPF programme, a new personalized career guidance service and a job bank.

With regard to the strategic partners (aggregation), efforts were made to reach agreements with the various postgraduate schools to offer programme members

discounts on postgraduate and master's degree courses, thereby promoting continuing education among alumni. Moreover, in the sphere of services, an online platform was developed to offer easy access to a range of over 200 regularly updated discounts and additional benefits to all UPF Alumni programme members.

2. E-administration implementation project

The implementation of e-administration has provided a major opportunity to improve administrative procedures by reducing processing times and associated costs and streamlining internal management.

Progress on the e-administration implementation process has thus continued, and it has been consolidated at the same time as the CEI itself. Currently, many processes and services are available online, from the issue of transcripts to the digital signature thereof, the signing of new contracts for teaching and research staff, or laptop and audiovisual equipment loan requests, to name just a few. Moreover, the implementation process continues apace. In this regard, work has already begun on additional processes and tools to be rolled out shortly (electronic notifications, general request feature, a suggestions and complaints form, certificates of academic position, and the submission of complaints to the UPF Ombuds Office, among many others).

3. Plan of Action for a Comprehensive Model of Student Participation (C3)

The activities carried out under this plan sought to encourage students to actively participate in university life. To this end, they were organized around two main lines of action: first, student representation and dialogue between the student and the academic community and, second, the implementation of cultural, sport and social activities. These activities have been enhanced, both quantitatively and qualitatively, through the signing of cooperation agreements with cultural, sport and social organizations.

As for the first point, the mechanisms for student representation were considerably strengthened: support structures were put into place to assist registered student associations, student delegates were elected, and new regulations were approved to strengthen students' position from an institutional point of view. In this regard, it is worth noting that UPF was the first Catalan university (and a pioneer in Spain) to hold electronic delegate elections. Student representation has also been increased in the governing bodies and committees, and new Student Council regulations have been approved, making it possible to reactivate and strengthen the body. At present, 90% of the seats reserved for students on specific, statutory and sectorial committees, as well as the university's various governing bodies, are filled.

The university has also considerably expanded its cultural offer by partnering with organizations such as Mercat de les Flors, the Vila-Casas Foundation, Mercat del Born, the Vives University Network, Gran Teatre del Liceu, the Maria Canals Music Competition, and Pastoral Universitaria. Particular attention should be called to the agreement signed with Teatre Lliure for the annual organization of a comprehensive activity programme (Àgora Lliure) intended to serve as a forum for meetings and discussions between the art world and academia. In the area of sports, the university has

increased the number of training activities and opportunities to play and has participated in Catalan, Spanish and European university championships for both individual and team sports. With regard to internal sport leagues, the universities of the province of Barcelona, including UPF, have banded together to create the Barcelona University Leagues, offering the province's entire university community a chance to compete. The university has likewise expanded the range of available sport facilities via new agreements with various establishments to offer discounts to members of its community.

Finally, the number of student-organized activities is on the rise, in direct relation to the increase in the number of registered associations. Courses have been held under an agreement with the Catalan parliament, and efforts are being made to strengthen students' communication skills through activities and workshops focused on public speaking and debate. Lastly, attention should be called to the activities carried out within the framework of the university's Social Responsibility Programme, which encompasses actions related to solidarity, volunteer work, inclusion and healthy living. Highlights in this area include the sport and cultural activities organized under an agreement with the Catalan Directorate General of Correctional Services and the line of work aimed at promoting knowledge of sign language among the university community by offering free courses.

4. Progress indicators for the area: transformation of the campus for the development of a comprehensive social model

Indicator	Initial status (2009/10)	First report (2011/12)	Second report (2012/13)	Final report (2014/15)
No. UPF Alumni programme members ³	No data available	6,200	7,755	11,227
No. alumni using the personal guidance and Skills UPF services	No data available	120	200	650
No. career guidance courses and activities	No data available	51	59	80
No. digital certificates issued (cumulative total)	250	5,256	11,351	20,690
No. procedures available online	5	10	19	23
No. places at university halls of residence	1,471	1,993	1,553	1,929
No. sport facility users	1,085	1,287	1,484	1,100
No. cultural activities	21	26	31	42
Funding for charity projects	50,000 (fixed sum)	50,000 (fixed sum)	50,000 (fixed sum)	50,000 (fixed sum)
No. volunteering programmes	15	17	22	25
No. students, research and teaching staff, and administrative and service staff participating in volunteering programmes	770	925	495	853

³The efforts to develop the UPF Alumni programme (design, structure, organization, etc.) began in July 2009. In October 2010, the preliminary work required to launch the programme was still being completed.

0. Introduction

The CEI UPF-Icària is a unique project. Built on the concept of an urban campus – spread throughout the city of Barcelona – it aims to enhance teaching quality, promote excellence in research, and increase internationalization, above all in the area of postgraduate studies. To this end, since its designation as a CEI, UPF has sought to cultivate new synergies and cooperation arrangements with institutions from its community with a view to involving them in the project.

The guidelines for the 2013 Progress Report were the first to request the information now contained in the ‘Local, business and social community outreach’ section. Prior to that, the actions aimed at fostering community outreach were discussed in the section ‘Comprehensive social model’. Consequently, this section contains no specific action proposals. However, it does list the initiatives undertaken by the CEI to strengthen the campus’s ties with its community. Thus, the actions described in the previous sections (on teaching, research and knowledge transfer, and the comprehensive social model) are supplemented here with additional actions intended to provide support for entrepreneurship, employment, and start-ups.

1. UPF Business Shuttle Incubation Spaces

Aware of the importance for new entrepreneurs of the physical location of their business, in early 2011, UPF reached an agreement with Barcelona Activa (one of its strategic partners (aggregation)) to participate in the Barcelona City Council’s business incubator programme. The goal was to promote the establishment of a business incubator among universities, vocational schools, venture capital firms, and other organizations. Under a cooperation agreement signed on 16 May 2011, UPF manages a floor of the incubator known as the UPF Business Shuttle Incubation Spaces. The facilities, which are designed for co-working and span a total of 290 m², are located in Barcelona’s 22@ innovation district.

As of June 2015, not only were the spaces wholly occupied by spin-offs and start-ups resulting from research conducted at the university and various strategic partners (aggregation), primarily, the CRG and IMIM, but the facilities had moreover witnessed their first turnover, whereby young companies that had completed the maximum three-year stay in the spaces moved on to make room for new initiatives. In all, 16 business start-ups have been incubated in the spaces over the course of the project, namely: Voctrolabs SL, RoomTab SL, The Data Republic, PayRandom, qGenomics, The Crowd of Monsters, LOGIM Solutions SL, MLAB, Chemotargets, vitacare, Mobile Media Content, ASCIDEA, iWanna.travel, Eodyne Systems SL, ZANK and Washrocks.

By means of these spaces, the CEI helps to develop and implement an innovative ecosystem in which incentives and attractive terms are offered for knowledge transfer and tech start-ups. The incubator helps to generate innovative business activity in Barcelona, and the new companies, in addition to driving innovation and boosting competitiveness in their respective industries, generate jobs and wealth for the local community.

2. Employment

Among the different activities carried out within the framework of the CEI to facilitate the employment of its students and alumni, the flagship activity is the annual **UPFeina** job fair, a platform for current students and alumni to meet with talent recruiters from businesses and institutions. The 2014/15 academic year marked the tenth anniversary of UPFeina, which drew its largest crowd to date: 60 companies and institutions (3 of them international) and more than 4,000 students and alumni.

The programme's sponsors, which vary from year to year, included companies such as Janssen, EY, Deloitte, PwC and La Vanguardia, among others. Participants in recent editions have included companies from the CEI's knowledge areas (Cuatrecasas, KPMG, Seat, Lidl, Uría Menéndez, Mango, Nestlé, Everis, BBVA, Roca Junyent, etc.). The CEI is constantly striving to increase the number of industries involved in order to better serve the students and alumni of all of its study programmes. In this regard, 13 new companies participated in the most recent editions, including the tech companies Netcentric Ibérica and King, the pharmaceutical company Celgene, and the SME Bundó Display, among others. In keeping with the UPFeina model, and with a view to bridging the gap between industry and the university's engineering, communication and translation students, in the last two academic years, the university has also held **Talent Forum Poblenou**, a specialized job forum featuring 21 companies from those industries (including Google, HP, Microsoft, Transperfect Translations, Ogilvy and TV3, among others).

In addition to these forums with companies, in the 2012/13 academic year, the CEI launched a new programme of career guidance activities, **Skills UPF**, consisting of four blocks (career guidance, job-searching techniques, skill development, and entrepreneurship), which has been used by some 3,000 students and alumni to date. The CEI has also rolled out a new **personalized career guidance service** via an agreement with the Catalan Employment Service and the Office of the Catalan Secretary for Universities. Over the course of the agreement's first year, 300 people participated in some sort of group or individual guidance activity. Likewise, under the agreement signed between the **Conference of Rectors of Spanish Universities (CRUE)**, **Banco Santander and the Spanish Confederation of Small and Medium-sized Enterprises (CEPYME)**, **more than 100 grants** have been processed over the last three years for students seeking to undertake paid professional internships at any of the project's participating companies. A total of 68 companies participated in the most recent edition of the programme. Of the 37 grants awarded, 14 include students from the strategic partners (aggregation).

3. Other outreach activities with the @22 district

The 22@Barcelona project is the largest urban transformation project to be undertaken in Barcelona in recent years. Promoted by the Barcelona City Council, one of the CEI UPF-Icària project's strategic partners (aggregation), the project aims to revitalize a former industrial district (Poblenou, a quintessential industrial neighbourhood and economic engine for Catalonia for more than 100 years) as part of an effort to design a new model of city that concentrates universities, businesses, public bodies, and leading scientific and technology centres in a single area.

With a view to boosting economic activity and innovation in the area, three working and networking committees were set up with the direct involvement of various strategic partners (aggregation). These committees are coordinated through the 22@Network, an association of businesses and institutions that is also a CEI partner.

– **Entrepreneurship Committee:**

It aims to facilitate cross-disciplinary innovation by promoting business and entrepreneurship, provide direct support for innovative and feasible business projects, and attract financial partners. Among other activities, it runs the **Business Acceleration Programme**, which supports entrepreneurs to become established business owners.

– **Universities and Technology Centres Committee:**

Its seeks to serve as a nexus for the universities, technology centres and businesses located in the 22@ district, strengthening the innovation district's positioning as a knowledge cluster (geographical concentration of knowledge and information industry companies and institutions) and raising awareness among target groups of companies and institutions (both internal and external) of the applied research and innovation projects being conducted in the district. Among other activities, it runs the **22@ Volunteering Programme**, mainly targeted at master's degree students, who can choose to complete work placements at companies in the district or the association itself for academic credit.

– **Talent and Human Resources Committee:**

Chaired by UPF, it seeks to boost talent recruitment efforts at companies in the 22@ innovation district and to highlight current professional opportunities. It has an online platform offering information on all talent-related initiatives in the district, including: a joint job bank to tailor supply to demand in the district, a listing of student internships at district companies, and a showcase for programme graduates' final-year projects to allow companies to spot existing potential.

Finally, in the last two years, a series entitled 'Mujeres en valor' (Valuing Women) has been offered to encourage reflection on the career obstacles women face and the consequences thereof for companies, organizations and society at large.

4. Progress indicators for the area: local, business and social community outreach

Indicators	Initial status (2009/10)	First report (2011/12)	Second report (2012/13)	Final report (2014/15)
No. companies in UPF Business Shuttle	0	9	11	16
No. committees set up in the 22@ district with strategic partners (aggregation)	0	0	3	3
No. university-industry framework agreements	No data available	No data available	1,053	2,356
No. job offers processed	No data available	659	681	1,159
No. UPFeina participating companies	50	53	53	60
No. Talent Forum Poblenou participating companies	0	0	0	22
No. grants under the Santander-CRUE-CEPYME programme	Not held	18	37	37