

3. PROJECT GOVERNANCE AND MANAGEMENT

0. Introduction

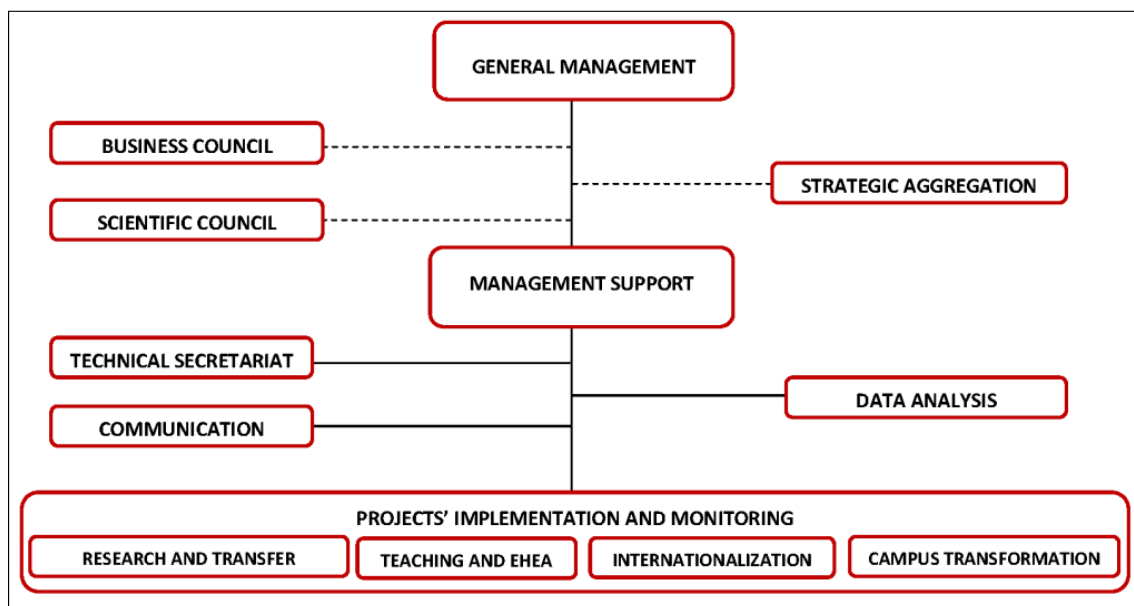
In October 2010, the CEI UPF-Icària project, led by Pompeu Fabra University (UPF), was named an International Campus of Excellence (CEI). The project defined a set of actions to be carried out over the 2011-2015 period to promote the excellence and internationalization of the campus and its strategic partners (aggregation).

These actions were to be carried out in the areas of teaching, research, knowledge transfer, and the campus's transformation and connection with its social, economic and cultural community in the three areas of expertise of the university and its strategic partners:

- social sciences and humanities,
- health and life sciences, and
- information and communication sciences and technology.

In order to ensure the optimal performance of the CEI project, a **governance and management model** was defined consisting of **General Management**, a **Scientific Council**, a **Business Council**, the **Strategic Aggregation**, and **Management Support**, the specific purposes of which are described below.

Figure I. CEI UPF-Icària Governance and Management Model



Source: CEI UPF

1. A governance and management model to expedite decision-taking

The CEI UPF-Icària has set up a streamlined governance model that facilitates decision-taking and expedites management. This model consists of a general management body, which, in turn, is accountable to three supporting structures, and a management support body.

1.1. General Management

UPF's Office of the Vice-rector for Science Policy is responsible for the project's General Management. The main functions of this body include defining the project's main action lines, overseeing them, and coordinating them with the university's own strategy and scientific policy.

CEI UPF-Icària is a specialized, urban project intended to promote both excellence in research and the international postgraduate programme. It thus chose a streamlined management model to facilitate decision-taking and optimize the use of existing resources. Making the coordinating university's Office of the Vice-rector for Science Policy responsible for its management does this, while at the same time expediting management and encouraging strategy convergence. It also prevents redundancies with regard to tasks, resources and costs, making it possible to focus economic efforts on the implementation of a series of actions.

However, in order to ensure proper monitoring of the project and to tailor the actions carried out to the strategic needs of the university and its strategic partners (aggregation), General Management is also accountable to three *ad hoc* structures that advise it on matters falling within their areas of authority: the Scientific Council, the Business Council and the Strategic Aggregation. The composition and purposes of these three structures are described below.

1.2. Scientific Council

Chaired by the rector of UPF, the Scientific Council is made up of internationally acclaimed lecturers and researchers. Among other things, it is tasked with monitoring the project, particularly those actions related to the promotion of postgraduate programmes, research, and knowledge transfer.

The **members of the CEI UPF-Icària's Scientific Council** are:

- Chair: Dr Jaume Casals (UPF)
- Dr Ezio Biglieri (UCLA)
- Dr Cristina Lafont (Northwestern University)
- Dr Manuel Castells (UC Berkeley)
- Dr Luis Serrano (CRG)
- Dr Jordi Galí (CREI)
- Dr Núria Sebastián (ERC Scientific Council)

1.3. Business Council

Constituted on 3 May 2011 and chaired by the president of UPF's Board of Trustees, the Business Council is made up of leading entrepreneurs from companies in industries related to the project. The invitations to the council's two yearly working sessions are personal and may not be delegated. These sessions are the result of the desire to include the vision and needs of business and industry in the strategic debate, detecting opportunities for the university, companies and society alike.

The **members of the CEI UPF-Icària's Business Council** are:

- Chair: Núria Basi (UPF Board of Trustees/Armand Basi)
- Jesús Acebillo (Novartis)

- Josep Lluís Bonet (Fira de Barcelona/Freixenet)
- Pablo Cigüela (Banco Santander)
- Emili Cuatrecasas (Cuatrecasas)
- Albert Esteve (Laboratoris Esteve)
- Carlos Mas (PricewaterhouseCoopers)
- Pedro Navarrete (Sony España)
- Josep Oliu (Banc Sabadell)
- Ernest Sales (Hewlett Packard)
- Àngel Simón (Agbar)

1.4. Strategic Aggregation

Constituted on 12 April 2011, the Strategic Aggregation is made up of the heads of all the institutions that have endorsed the project. From the start, it has been open to other institutions.

This new structure has allowed the university and its strategic partners (aggregation) to better coordinate their work, collaborating on the definition and implementation of specific projects in the field (of knowledge) and/or area (teaching, research or knowledge transfer) in which each one is a leader. In a word, it provides value added to the project as a whole.

The list below shows the strategic partners (aggregation), grouped by area of action. A brief description of each one and a list of the cooperation agreements signed can be found on the project's website.

Strategic partners and areas of action
Institutional strategic partners
<ul style="list-style-type: none"> • Catalan government • Barcelona City Council
University strategic partners
<ul style="list-style-type: none"> • Open University of Catalonia (UOC) • Alianza 4 Universidades (4 Universities Alliance, A-4U)
Regional strategic partners
<ul style="list-style-type: none"> • 22@ Barcelona • 22@Network
Teaching strategic partners
<ul style="list-style-type: none"> • Barcelona School of Management • Continuing Education Institute (IDEC) • Barcelona Graduate School of Economics (Barcelona GSE) • Barcelona Institute for International Studies (IBEI) • School of International Trade (ESCI) • Elisava School of Design • Mar Nursing School • Tecnocampus Foundation
Research strategic partners
<ul style="list-style-type: none"> • Spanish National Research Council (CSIC) • Research Centre for International Economics (CREI)

• Center for Research on the Economies of the Mediterranean (CREMed)
• Institute of Evolutionary Biology (IBE) (CSIC-UPF)
• Barcelona Biomedical Research Park (PRBB)
• Municipal Institute of Medical Research (IMIM)
• Centre for Research in Health and Economics (CRES)
• Mar Health Park
• Centre for Genomic Regulation (CRG)
• Pasqual Maragall Foundation for Research on Alzheimer's
• Centre for Research in Environmental Epidemiology (CREAL)
• Centre for Regenerative Medicine in Barcelona (CMRB)
• Barcelona Media – Innovation Centre
• Phonos Foundation

1.5. Management Support

UPF's Research and Economic Affairs Area is responsible for Management Support. This body's main functions include, among others, drafting detailed progress reports on the project actions and preparing the budget and accountability documents, which are drawn up based on the information provided by the head of each of the four areas of action.

To this end, Management Support has a Technical Secretariat and a Data Analysis Unit, responsible for preparing the progress reports and fine-tuning the objective and outcome indicators. This information is subsequently used by the Communication Office to prepare the accountability documents, both for the university community (in the form of an internal communication plan, which is prepared in accordance with the current Plan of Action and the multi-year budget, the university's other two strategic instruments) and society at large (through the progress reports and other information published on the project's website). In this sense, in addition to reporting on the progress on the actions funded under the programme, the Communication Unit is responsible for enhancing the visibility of the CEI seal of excellence on different media, such as the project's website or the materials distributed in the various campaigns to attract talent and raise the campus's profile.

2. Conclusions

The CEI UPF-Icària is a unique project undertaken with a view to promoting excellence in research and the international postgraduate programme through select actions. At the same time, the project is built on the concept of an urban campus – spread throughout the city of Barcelona – that, organized around UPF, a small and homogeneous university, incorporates various benchmark institutions in the areas of research and postgraduate education.

Both factors call for the establishment of a streamlined and flexible governance model that makes it possible to align strategies and prevents redundancies with regard to tasks, resources and costs. The assistance provided by the external structures ensures that the project's management remains in close contact with the surrounding community. In sum, it is a model designed to manage the efforts of a network of partners with a view to accelerating a process of excellence that will benefit the group as a whole.