

4. FUTURE PROSPECTS

0. Background

The CEI UPF-Icària project was prepared in 2010, at a time when Pompeu Fabra University, the project's coordinator, was also drawing up its institutional strategy for the period ending in 2015, the document *UPF25 Years strategy*. This timing was especially significant, as it allowed the two strategic programmes to be carried out at the same time and based on a shared vision.

'The UPF is set to become one of the leading European universities, developing its own identity model based on quality teaching, proximity to students, maximum internationalization and an emphatic orientation towards research and innovation. The three areas in which it specializes – social sciences and humanities, biomedical sciences, and information and communication sciences and technologies – place people and their relation to the polis at the very centre of the University's project.'

Vision, *UPF25 Years strategy*, p. 13

Thus, **the UPF25 Years strategy provided the theoretical framework for the CEI project**, and both programmes focused on the same four areas of action in a context of good governance and efficient management: teaching, research, knowledge transfer and internationalization.

Beyond the shared visions and goals, **the CEI project's value added was that it would strengthen and expedite the process of attaining excellence through the incorporation of strategic partners** (aggregation) in the various areas of action, as explained in the mission statement included in the 2010 project report.

'The goal of the CEI UPF-Icària project is to speed up this process for attaining excellence and international outreach to which the University has been committed since it was founded. Indeed, it forms the basis of the UPF25 Years strategy, and this goal is strengthened thanks to the strategic partners highlighted in this project.'

Mission, *CEI UPF-Icària project*, p. 9

The struggling economy has placed constraints on public policy in recent years, making it necessary to reorient and prioritize some of the actions proposed in the original 2010 project report. Nevertheless, on the whole, the outcomes obtained (see Chapter 2) have been positive. The decision to join the two programmes and optimize resources is thus considered to have been auspicious. Beyond that, however, the campus's designation as a CEI has been vital to strengthening and consolidating the ties with the university's strategic partners (aggregation) and to expediting the achievement of joint initiatives, thereby ultimately enhancing the positioning of the group as a whole.

1. The future of the CEI UPF-Icària project

UPF is currently drafting the document *Strategic Plan 2015-2025: Opening Futures*, which will serve as the university's planning and overall management tool for the next ten years. The plan is organized around seven action lines (five specific and two general):

- Teaching and learning;
- Research, innovation and creation;
- Society, city and transformation;
- The university community: identity and participation;
- Finance, government and management
- Commitment (*general*)
- Internationalization (*general*)

To settle on these seven action lines, UPF first conducted a comparative analysis of the strategic plans of more than fifty of the world's top universities.

The preparation of the plan has been a lengthy process, as the university has sought to the entire university community's participation and complicity at all times. To this end, in addition to enabling online participation and to encouraging the use of social media and open forums, **the university has set up a separate working group for each of the five specific areas, made up of UPF faculty members, administrative and service staff, and students, as well as representatives from its strategic partners (aggregation) and outside professionals.** The working groups met regularly from February to July 2015 to discuss their respective strategic lines. Additionally, each group devoted one of its sessions specifically to discussing the plan's two general lines. Throughout this period, the Strategic Plan's Coordinating Committee coordinated the groups' work.

The following figure shows the organization chart for the work conducted for the Strategic Plan.



Source: *Strategic Plan 2015-2025*

With regard to the new working groups' make-up, **each of the five groups had, at least, one faculty and/or administrative and service staff member who was also involved in the CEI project.** Likewise, many of the **strategic partners (aggregation) actively participated** in the different groups (e.g. the UPF Barcelona School of Management, the Barcelona Institute for International Studies (IBEI), the Centre for Research in Environmental Epidemiology (CREAL), and the Barcelona Graduate School of Economics (Barcelona GSE)), as did representatives from the Barcelona City Council and members of the business and social institutions and organizations close to the University.

The plan, which is scheduled to be presented to the public in December 2015, is currently being drafted. The aim is to follow the same strategy used in 2010 and implement the institutional strategy and CEI programme simultaneously. **The CEI's future is thus linked to the new strategic plan,** which will once again be vital to **strengthening the role of the current strategic partners (aggregation) and recruiting new ones** to undertake joint projects.