

3. PROJECT GOVERNANCE

1. Introduction

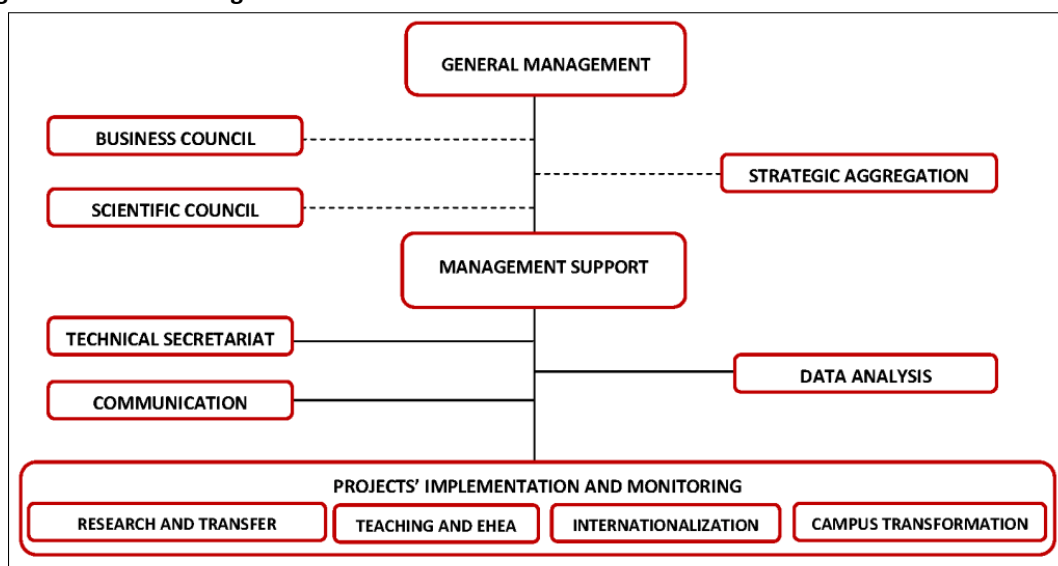
In October 2010, the CEI UPF-Icària project, led by Pompeu Fabra University (UPF), was named an International Campus of Excellence (CEI). The project defined a set of actions to be carried out over the 2011-15 period to promote the excellence and internationalization of the campus and its aggregation.

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 aggregation:

- 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 model** was defined consisting of **General Management**, a **Scientific Council**, a **Business Council**, a **Strategic Aggregation**, and **Management Support**.

Figure I. CEI UPF-Icària governance model



Source: CEI UPF-Icària project

The specific purpose of each unit is explained in detail in section **3. Governance and management model**. This section offers an overview of some of the changes made as a result of the suggestions included in the 2012 Progress Report.

2. Changes implemented based on the recommendations included in the 2012 Progress Report

The 2012 Progress Report, drafted by an international committee (December 2012), noted three weaknesses in the project. Two of these weaknesses were related to the governance model:

- The delay in the implementation of the Scientific Council.
- The implementation of a governance model very closely linked to UPF's own (with the report citing as a specific weakness the fact that the project's management had been entrusted to UPF's Office of the Vice-rector for Science Policy).

2.1. Implementation of the Scientific Council

This year, the necessary mechanisms were put into place to set up the council. Thus, in the first quarter of 2013, a group of scientists and academics with a proven international track record were contacted and agreed to form a part of the project.

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)

2.2. Governance model linked to UPF management

The CEI UPF-Icària has chosen a streamlined and flexible governance model, taking into account the project's structure and needs. It is a specialized, urban project aimed at promoting excellence in research and international postgraduate programmes. The assignment of its management to the Office of the Vice-rector for Science Policy of the coordinating university is thus intended to expedite management; facilitate decision-taking and the convergence of strategies; and prevent redundancy with regard to tasks, resources and costs, thereby making it possible to concentrate economic efforts on implementing selected actions.

The CEI's governing bodies also include three *ad hoc* structures created to assist the project's management in their areas of authority and to ensure that it remains in close contact with its community.

3. Governance and management model

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.

3.1. 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 overseeing the project and coordinating it with the university's own strategy and scientific policy. General Management is also accountable to the three *ad hoc* structures set up to ensure proper monitoring of the project and to tailor the actions carried out to the strategic needs of the university and its aggregation. The composition and purposes of these three structures are described below.

3.2. Scientific Council

Chaired by the rector of UPF, the Scientific Council is made up of internationally acclaimed lecturers and researchers (see section 2.1.). Among other things, it is tasked with monitoring the project, particularly those actions related to the promotion of postgraduate programmes, research, and knowledge transfer. Over the first quarter of 2013, the necessary mechanisms were put into place to enable the council's constitution. It is expected to be constituted shortly.

3.3. 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.

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)

3.4. Strategic Aggregation

Constituted on 12 April 2011, the strategic aggregation is made up of the heads of the institutions that supported the project. From the start, it has been open to other institutions.

This new structure has allowed the university and the member institutions of the project's 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. A list of the member institutions, including a brief description of each one, and the cooperation agreements that have been signed to date are available on the project's website.

3.5. 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 2011-2013 Plan of Action and the 2011-2014 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 in different media, such as the project's website or the materials distributed in the different campaigns to attract talent and raise the campus's profile.

4. 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 field of research and postgraduate education.

Both factors help to explain the choice 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. Some of the success stories resulting from this management model include different milestones reached over the last year, such as the progress made on the construction of the scientific park, the signing of agreements with leading institutions for joint undertakings in Barcelona (e.g. Johns Hopkins University and Casa de Velázquez), and the greater cohesion among the aggregation's member institutions.