

1. PUBLISHABLE SUMMARY

0. Introduction: mission, objectives and scope

The first edition of the Campus of International Excellence (CEI from the Spanish) programme was held in 2009 with the aim of increasing the quality of Spanish universities and promoting excellence on the best campuses.

The CEI UPF-Icària project is thus a specialized project aimed at 'promoting quality teaching, outstanding research at the frontier of knowledge, and a high degree of internationalization, with special emphasis on postgraduate studies, by means of select actions undertaken by the strategic aggregation' (a group of institutions that have partnered on the project and are leaders in their respective fields). To this end, the project has played an important role in strengthening and consolidating the ties between the aggregation members, which, in turn, has helped to speed up the achievement of joint initiatives and, ultimately, improve the position of the group as a whole.

The twelve actions included in the project fall within the areas of expertise of the university and the aggregation members (i.e., social sciences and humanities; health and life sciences; and information and communication sciences and technology) and are organized under four main lines of action:

- Improvements in teaching and adaptation to the European Higher Education Area (EHEA)
- Scientific improvement and knowledge transfer
- Transformation of the campus for the development of a comprehensive social model
- Local and business community outreach

1. Main initiatives with member institutions of the aggregation

Joint projects have been carried out under all four lines of action and at all levels of the CEI aggregation: within the university, in terms of teaching, with regard to research and knowledge transfer, and with companies and institutions.

Among the **initiatives carried out with other universities**, particular attention should be called to the **teaching cooperation projects**, such as the A-4U's joint bachelor's degree programme in Philosophy, Politics and Economics (A11), an international, interdisciplinary, interuniversity and intercity programme with sponsorship from Obra Social "La Caixa" (which will fund between 10 and 20 grants for the 2013/14 academic year, for a total sum of €60,000). At the postgraduate level, among the twenty-plus interuniversity master's programmes in which UPF participates, special mention should be made of the master's degree in teaching taught jointly with the CEI partner university UOC (A12). Finally, at the teaching level, joint communication strategies have been put into place with the member institutions of the aggregation with a view to improving the joint marketing of the entire group's offer of undergraduate and postgraduate programmes (A10). The cooperation between the member universities of the A-4U partnership can also be seen in the various initiatives undertaken to enhance each member's reputation abroad (specifically, in the BRICS countries, a group that, in the 2012/13 academic year, was expanded to include Turkey (A8)), as well as in the actions aimed at promoting research at the European level, by opening a joint office in Brussels (B5) and fostering mobility among the member universities' researchers (B4).

Likewise, UPF has worked tirelessly with the **member institutions of the aggregation in the area of research and knowledge transfer**. In keeping with the international committee's recommendations, aggregate data have been included in this report on the project's activities and funding. Likewise, agreements have been signed with research groups at leading institutions (Johns Hopkins University and Casa de Velázquez) for their inclusion in the Research Park (B1), and new spin-offs have been launched at the UPF Business Shuttle Incubation Spaces, which UPF co-manages with the Barcelona City Council (B6).

Finally, this year, impetus has been given to a set of initiatives carried out with **agents closely related to the university**. Thus, the university has increased its network of strategic relationships by joining Europaeum, a network of elite European universities, and, in September 2013, it will host the European Summer School in Human Rights. Outside of Europe, it has endeavoured to deepen its relationships with American universities, to which end special attention should be paid to the increased cooperation with Brown University; it has co-hosted the second edition of the UPF-UCLA international summer school; and it has drafted an Erasmus Mundus proposal for Asia in conjunction with Japanese and Korean universities. In Spain, mention should be made of its participation in the twice-yearly call for applications for the Ministry of Foreign Affairs' internship programme at Spanish embassies and consulates (A3),

as well as the agreements signed with other financial and/or cultural institutions to strengthen the services provided by the Alumni programme (C1); its cooperation and resource-sharing with the Network of Spanish University Libraries (REBIUN), which was critical to the launching of the programme to certify information and computer literacy skills at the national level (A4); and the agreements signed with non-profit organizations (Mercat de les Flors, the Vila-Casas Foundation, Mercat del Born, the Spanish Association of Artists and Performers (AIE), the Vives University Network, the Gran Teatre del Liceu, etc.) to improve the cultural and sports services and internships offered to the university community in general, and to the student body in particular (C3).

2. Main actions: description, impact and outcomes

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

The university's designation as a CEI in 2010 and its successful participation in subsequent grant programmes (above all in those focused on improvements in teaching and adaptation to the EHEA, such as the Fortalecimiento (Strengthening) subprogramme) have made it possible to undertake certain key actions for the future of the campus. The twelve actions taken in this area are shown below, grouped under four main lines of action.

ACTIONS FOR IMPROVEMENTS IN TEACHING AND ADAPTATION TO THE EHEA

Action line 1: Teaching quality and improvements in learning

- A1: Teaching quality and improvements in learning
- 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 programmes
- A12: Bimodal teaching cooperation projects (UPF-UOC)

With regard to the first line of action, aimed at improving **teaching quality and learning**, mention should be made of the CEI's positioning in what may be the new teaching paradigm, MOOCs (A1); the monitoring of students throughout their studies (through the design and implementation of a tutoring programme) (A2); the signing of new agreements with companies, which has enabled an exponential increase in the number of both curricular and extracurricular external internships offered (A3); and the improvement of IT and library resources and skills via new cooperation arrangements (REBIUN) (A4). Under the second line of action, efforts have been made to strengthen the CEI's **international dimension** through a three-pronged strategy consisting of: fostering mobility among the entire university community (this year, with a focus on teaching staff) (A6); forging new alliances with strategic partners to undertake joint projects (as with the CEI's membership in the Europaeum network or the holding of the second edition of the UPF-UCLA Summer School) (A7); and raising the CEI's international profile via a strategy aimed at the BRICS countries (Brazil, Russia, India, China and South Africa) and coordinated by the A-4U partnership, which, over the years, has allowed the university to make considerable inroads into the BRICS markets, as well as, beginning in 2013, Turkey's (A8). The third line of action encompasses two areas aimed at establishing the CEI UPF-Icària as a **project centred on the international postgraduate programme**: the official founding of the Doctoral School (89% of whose doctoral programmes have received the Spanish Ministry of Education's 'Pathway to Excellence' award) (A9); and continued progress on enhancing the joint marketing of the master's programmes offered by all members of the aggregation (A10). Finally, among the **teaching cooperation projects with other universities**, attention should be called to the design of the A-4U's bachelor's degree in Philosophy, Politics and Economics (A11).

2.2. Scientific improvement and knowledge transfer

The university's designation as a CEI in 2010, and its successful participation in the calls for applications for the Innocampus subprogramme, were critical to improving its positioning and that of the member institutions of its aggregation in this field. To this end, attention should be called to the excellent outcomes obtained by the CEI UPF-Icària project in the EU's 7th Framework Programme (FP7) (see Table I), as well as to various scientific productivity indicators (as evidenced in multiple national and international rankings, such as U-Ranking, the IUNE Observatory, or Scimago).

Table I. FP7 Outcomes for the aggregation (December 2012)

| INSTITUTION | Total No. projects | No. projects led | | Total funding |
|-----------------------------|--------------------|-------------------------------|---------------------------|--------------------|
| | | Coordinated (Coop + Capac) | Individual (Ideas-ERC) | |
| Pompeu Fabra University | 97 | 11 | 13 | 49,087,272 |
| Strategic aggregation | 115 | 20 | 18 | 67,858,416 |
| TOTAL CEI UPF-Icària | 212 | 31 | 31 | 116,945,688 |

Source: CEI UPF-Icària (cumulative data as of December 2012).

Additionally, the CEI project has played a key role in strengthening and reaffirming the ties between the coordinating university (UPF) and the member institutions of the aggregation. By making these relationships more fluid, it has accelerated the achievement of joint initiatives. Accordingly, and in keeping with the recommendations of the international committee set out in the 2012 Progress Report, this report includes aggregate data for the project. The six actions undertaken in this sphere are shown below grouped under four main lines of action.

ACTIONS FOR SCIENTIFIC IMPROVEMENT AND KNOWLEDGE TRANSFER

Action line 1: Research infrastructure

B1: UPF Research Park

B2: Creation of a 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 postdoctoral students 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

With regard to the first line of action, as noted, the **consolidation of the UPF Research Park** (B1) is one of the project's flagship actions. The construction work on the park is proceeding apace, and the new buildings are scheduled to be brought on line in the second quarter of 2014 (Figure I). Likewise, throughout the 2012/13 period, cooperation agreements were signed with new benchmark institutions (Johns Hopkins University and Casa de Velázquez), which will now join the other institutions already slated to be located in the park (Pasqual Maragall Foundation for Research on Alzheimer's; the Research Centre for International Economics (CREI); the Economy and Health Research Centre (CRES); the Center for Research on the Economies of the Mediterranean (CREmed); the Barcelona Institute for International Studies (IBEI); the Barcelona Graduate School of Economics (Barcelona GSE); the Barcelona School of Management (BSM); and the Institute of Political Economy and Governance (IPEG)). Consequently, to date **approximately 70% of the available space has been filled**.

Figure I. Construction of the UPF Research Park (progress 2012-2013)



With regard to the second line of action, attention should be called to the actions aimed at **promoting and recruiting international talent**, including both those undertaken from within the university itself – such as the UPFellows programme, which has offered contracts to (24) postdoctoral fellows and, with a total budget of 5.4 million euros, receives funding from the European Commission (under the FP7's Cofund programme) – and those undertaken through postdoctoral student mobility grants, primarily, among the member universities of the A-4U partnership (B4). Additionally, the actions carried out within the framework of OPERA, the A-4U's international office in Brussels, have helped to improve the campus's positioning within the FP7 (as shown in Table I).

Finally, in the field of research and knowledge transfer to society, efforts have been made to promote **collaborative work and networking** by means of cooperation arrangements to carry out joint projects with leading institutions, such as the Marcelino Botín Foundation, the Catalonia Network of Science and Technology Parks (XPCat) and Barcelona Activa. Table II shows the main outcomes achieved by the CEI's aggregation in the field of knowledge transfer since the campus's designation as a CEI in 2010.

Table II. Knowledge transfer: outcomes achieved by the aggregation

| Indicators of knowledge transfer | 2010 | 2011 | 2012 |
|--|------------|------------|------------|
| R&D&I contracts (€) | 18,125,117 | 20,477,170 | 22,293,828 |
| Number of patents and software copyrights | 15 | 16 | 11 |
| Number of licensing and transfer agreements | 16 | 10 | 13 |
| Number of spin-offs and start-ups (cumulative total) | 4 | 8 | 10 |

Source: CEI UPF-Icària project.

2.3. Comprehensive social model

The CEI UPF-Icària project has also strengthened the university's relationship with the various groups with which it interacts. Thus, actions continued to be implemented to improve the services offered to the university community as a whole – such as the e-administration project (C2) – as were two initiatives to foster the relationship with students (C3) and alumni (C1). All three actions are proceeding according to plan. Moreover, over the 2012/13 academic year, agreements were signed with various institutions to achieve them, such as the Spanish Ministry of Foreign Affairs (contact for Spanish embassies and consulates); the Network of Spanish University Libraries (REBIUN); more than 1,000 university-business framework agreements to facilitate graduates' integration into the labour market; and leading civic and cultural institutions in Barcelona, such as Mercat de les Flors, the Vila-Casas Foundation, Mercat del Born, the Vives Network or the Gran Teatre del Liceu.

ACTIONS FOR THE TRANSFORMATION OF THE CAMPUS

C1: UPF Alumni programme

C2: E-administration implementation project

C3: Plan of Action for a Comprehensive Model of Student Participation

2.4. Local and business community outreach

With a view to establishing an urban campus closely tied to the city of Barcelona and fully integrated in the local and business environment, the CEI UPF-Icària project has undertaken a series of community outreach actions.

It should be noted that the guidelines for the 2013 Progress Report are the first to request the information contained in the section 'Local and business community outreach'. In both the 2010 Project Report and the 2012 Progress Report, the information on actions aimed at fostering community outreach was included in the section 'Comprehensive social model'. Consequently, this chapter does not contain proposals for specific actions. Instead, it lists the initiatives undertaken by the CEI UPF-Icària project to strengthen the campus's ties with its community. For the most part, these actions can be grouped under three main action lines: the UPF Business Shuttle Incubation Spaces (currently fully occupied); the initiatives to facilitate labour market integration for graduates; and the activities carried out in the 22@ district, aimed at reinforcing the district's positioning as a knowledge cluster. All these activities were carried out in close collaboration with local institutions and businesses.

3. Contributions of the CEI to the UPF Icaria project

Participation in the CEI has helped to strengthen the ties between the project's coordinating university and its aggregation, which has enhanced the current positioning of the group as a whole. Thus, among the main milestones reached since the campus received the CEI label in 2010, attention should be called to the following:

3.1. Excellent outcomes in the area of improvements in teaching and adaptation to the EHEA

- ✓ Design of new **cross- and interdisciplinary curricula**, such as the A-4U partnership's joint bachelor's degree in Philosophy, Politics and Economics (2013/14 academic year)
- ✓ Positioning in the field of **MOOCs**: two courses with more than 8,500 participants
- ✓ **Award of three European educational cooperation projects**: a Jean Monnet chair and two Erasmus Mundus projects (one with US and Canadian universities, the other with South African universities).
- ✓ UPF is the top-ranked Spanish university in terms of **international reputation** (according to several international rankings, such as QS and THE, 2012) and several other indicators (e.g., percentage of international students and teaching staff)
- ✓ **Highly international postgraduate programmes** (36% of master's students and 52% of doctoral students are international, and more than two thirds of all theses are defended in English) (2012/13 academic year) and undergraduate programmes, in which one third of all graduates have **studied abroad** (2011/12 academic year)

3.2. Excellent outcomes in the area of scientific improvement and knowledge transfer

- ✓ Outstanding performance by the CEI in the **FP7**: 212 projects awarded for a total sum of €117 million (2013)
- ✓ Ideas Programme: **31 ERC grants** (18% of all such grants awarded in Spain) (December 2012)
- ✓ Awarding of the **Severo Ochoa** label to **two member centres of the aggregation**, the Barcelona Graduate School of Economics (Barcelona GSE) and the Centre for Genomic Regulation (CRG), which account for **15% of all centres to receive the designation** (2012)
- ✓ **Highest scientific productivity** by researchers from the group according to **various rankings** (Scimago, U-Ranking, IUNE, Granada) (2012 and 2013) and the top-ranked university for **various indicators**, including, among others, publications in first-quartile journals, international cooperation and citations received.
- ✓ **Improved knowledge transfer outcomes**: 5 spin-offs and 5 start-ups launched between 2010 and June 2013, and €22.3 M obtained in R&D&I contracts in 2012.

3.3. Actions promoted by the CEI

- ✓ Progress on the **construction of the UPF Research Park**: Construction work on the park's buildings is proceeding according to schedule. The funding obtained under the CEI-Innocampus grant programme has been decisive to enabling this action.
- ✓ **Key talent recruitment programmes**: **UPFellows** has a total budget of €5.4 million and is co-funded by the European Union. This programme would not have been proposed had it not been for the initial funding received under the CEI-Fortalecimiento grant programme.
- ✓ **Creation of the UPF Business Shuttle Incubation Spaces** for the businesses created as a result of research conducted at the university or the members of its aggregation. It is presently completely occupied. The initial funding under the CEI-Fortalecimiento (Strengthening) grant programme was key to enabling this action, which was jointly promoted with Barcelona Activa (Barcelona City Council).
- ✓ **Establishment of the Doctoral School** with a strategy focused on the quality and specialization of the programmes. Moreover **89% of the doctoral programmes have received the** Spanish Ministry of Education's 'Pathway to Excellence' award (2012)
- ✓ Promotion of joint programmes with leading universities, such as the **UPF-UCLA Summer School** (held for the second time in the summer of 2013) or **membership in Europaeum**, a network of elite European universities (Oxford, Leiden, Bologna, Bonn, Paris 1 Panthéon-Sorbonne, Karlova (Prague), Helsinki, and Jagiellonski (Krakow))
- ✓ Entrance into the **BRICS countries** (through the A-4U partnership and alone) and, over the 2012/13 academic year, academic and institutional cooperation missions to Turkey. Initial funding from the CEI-Fortalecimiento grant programme
- ✓ Implementation of **e-administration**, which, in recent years, has made it possible to improve administrative procedures, reducing processing times and associated costs and increasing the efficiency of internal management.