INFORME DE PROGRESO
"CEI UPF - Icària"
Periodo:2010-12

Datos del proyecto:

Tipo de CEI: **Global X** **Regional** ☐

Acrónimo: UPF Icària

Universidad Coordinadora: Universitat Pompeu Fabra (UPF)

Universidades Participantes/Promotoras en la Agregación: Universitat Oberta de Cataluña (UOC)

Otras entidades promotoras del CEI:

Informe periódico: **1º (2012)** X   **2º (2013)** ☐   **3º (2014)** ☐   **4º (2015)** ☐

Periodo: octubre 2010 – junio 2012

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0. Presentation: mission and goals

The CEI UPF - Icària project was born with the mission to "speed up this process for attaining excellence and international outreach to which the University has been committed since it was founded, strengthened thanks to a selective group of associates" (CEI UPF – Icària project, 2010).

Therefore, the project took as its theoretical framework the University's strategy for 2015, (UPF25 Years), a roadmap built around four areas of action (teaching, research, transfer and internationalization) defined in a frame of good governance and efficient management.

In this sense, the total synchronization between the CEI Project and the institutional strategy (concretized in the Action Plan 2011-2013) has been vital for an optimal development of the CEI UPF – Icària project, especially taking into account the current socio-economic scenario, where actions prioritization and resources optimization are necessary for the functioning of any institution.
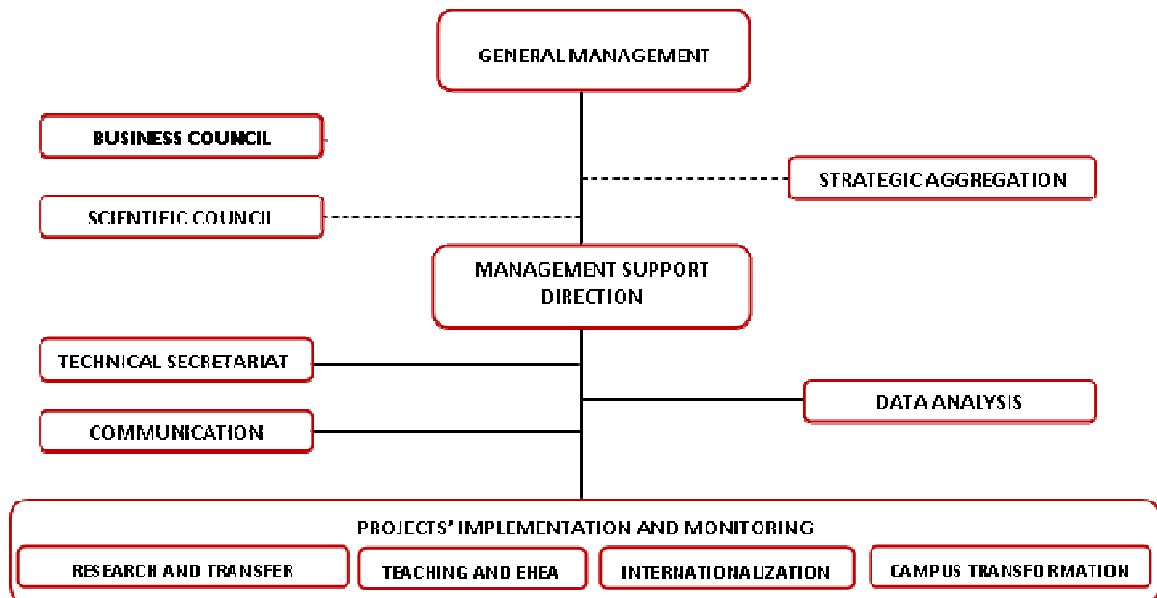
1. Management and self governance system

The definition and implementation of a self-governance and management system is one of the most relevant activities within the CEI UPF – Icària, aimed at achieving two key goals:

- To ensure the proper implementation of the project in all fields of action.
- To ensure a fluent communication among the various strategic partners that supported the project (including research and transfer centres, postgraduate platforms and public and private entities, among others).

As an example, Figure I shows the structures created to ensure the proper functioning of the project. Also, all information regarding the governance system defined (composition, functions and main activities) is available at the project website.

Figure I. CEI UPF - ICÀRIA Organization chart

Source: CEI UPF – Icària project

The system of governance defined includes a **General Direction** – that goes to the Vice-rectorate for Scientific Policy at UPF – and a **Management Support Direction** – that, assumed by the Research and Economic Affairs Area at UPF, also counts on the contribution of the coordinators of the four areas defined (teaching, research, transfer and internationalization).

This system also includes the creation of three ad-hoc independent entities:

- The **strategic aggregation** which, composed of all the entities that gave explicit support to the project, serves to assist in defining the scope of specific projects where the entity is a reference.
- The **business council** which, made up of business-class companies in sectors linked to the CEI UPF – Icària, meets biannually to assess the development of the project, providing the vision and the real needs of the socio-economic sector.
- The **scientific council**, whose constitution slowed down due to, among others, several events taking place after obtaining the CEI label, but that, among its main functions, includes the assessment on the project implementation and the proposal of new initiatives to be developed.

Finally, the importance of this organizational system at the time of implementing the project actions should be emphasized, bearing in mind that the fact of ensuring a fluent communication among the different actors of the aggregation project has make the promotion of joint initiatives easier.

2. Major initiatives with the strategic aggregation

Cooperation with the strategic aggregation has come true in the three areas of action and for all categories of partnership (at a university level; for teaching, research and knowledge transfer activities and for other sectors).

Among the **initiatives developed with other universities**, several teaching (A12) and research (B2, at an early stage) cooperation projects developed jointly with UOC, the UPF strategic partner for the CEI UPF – Icària project, should be emphasized. It is also important to highlight the various initiatives undertaken by the Alliance 4 Universities (A4U[1]) to promote the international projection of its members and, in particular, at the BRICS countries (A8); to promote research in Europe (B5); to promote its researchers mobility (B4) and to design a joint degree (A11).

Also, an intensive work has been developed with the **teaching strategic associates**, for example, by extending the UPF training activities for teachers also to these centres (A1) and by establishing joint communication strategies which, *inter alia*, entailed the organization of the 1st UPF Group Postgraduate Fair (A10). On the other hand, major initiatives with **reference centres in research and/or transfer** include the consolidation of the UPF Research Park (B1) or different actions undertaken within the Strategic Plan of Knowledge Transfer, such as, for example, the new spaces for locating spin-offs and start-ups resulting from the research of the University and its associates (B6).

Finally, a set of initiatives undertaken with **university closer agents** should be highlighted, such as the agreement signed with the Chamber of Commerce of Catalonia to boost internships (A3), as well as the ones signed with other financial or cultural institutions to enhance the Alumni Programme services (C1); the agreement with the University of California - Los Angeles (UCLA) to conduct the first joint summer school (A7) or new agreements with non-profit organizations to improve services, sports and cultural practices to the whole university community and to the students in particular, with whom an intensive work has been developed to enhance their participation at the University (C3).

3. Main actions: description, impact and results

3.1. Teaching improvement and adaptation to the European Higher Education Area

The twelve actions presented in this field of action cover four areas of activity: the quality of teaching and learning improvement; the internationalization; the promotion of postgraduate studies and the cooperation with other universities to develop joint programmes.

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[1] A4U, constitute for the Autonomous of Madrid (UAM), Autonomous of Barcelona (UAB), Carlos III of Madrid (C3M) and Pompeu Fabra (UPF) universities.

ACTIONS FOR THE TEACHING IMPROVEMENT AND ADAPTATION TO THE EHEA

Axis 1. Teaching quality and improvement of learning
A1: Learning and teaching support programme
A2: Tutorial plan of action
A3: Promotion of internships
A4: Modernization of the services and facilities at the Library/CRAI

Axis 2. Internationalization
A5: Plan of Action for Multilingualism
A6: UPF International Experience project
A7: UPF Global Network Initiative project
A8: A4U International project

Axis 3: Promotion of postgraduate studies
A9: Promotion of postgraduate studies and establishment of the Postgraduate and Doctoral Studies Office
A10: Plan for promoting postgraduate schools in the UPF Group

Axis 4. Cooperation project with other universities
A11: Implementation of cross-disciplinary bachelor's degrees
A12: Bimodal teaching cooperation projects (UPF-UOC)

Within the first axis, the work has been developed to strengthen those elements aimed at achieving a comprehensive learning for students as well as completing the adaptation to the EHEA of all educational and methodological aspects still belonging to a previous framework. Thus, a new evaluation framework – which understands evaluative activities as key elements within the learning process – has been implemented; a universal tutorial programme has been implemented and an orientation course for new students has been started, among other initiatives (A1, A2). Also, new agreements have been signed; a new regulation to promote internships has been developed (A3) and different aspects regarding the services and resources offered throughout the Library/CRAI (Learning and Research Resources Centre) (A4) have been improved.

The second axis sought to boost the international dimension of the University, by acting on three priority areas for action: the mobility of the entire university community (A6) to, among other goals, build a multilingual campus (A5); the attainment of new alliances with strategic partners for the promotion of joint projects (like the first summer school jointly developed with UCLA) (A7) and a major boost for improving the international outreach, in order to attract both new talent and new opportunities for collaboration, in a strategy delimited to BRICS countries and organized by the A4U (A8).

The third axis, the promotion of postgraduate studies, included the consolidation of the Postgraduate and Doctoral Studies Office (A9), key for the development of the future Doctoral School, as well as specific actions to promote the joint image of the masters' programmes offered by the whole aggregation (A10).

Finally, the CEI also included the development of educational cooperation projects with other universities such as the UOC, a project partner with whom UPF is already offering joint programmes in a bimodal format (A11), or the A4U, who is designing a joint undergraduate degree (A12).

3.2. Scientific improvement and knowledge transfer
In the scientific improvement and knowledge transfer axis, the six actions developed aimed at positioning the University and its strategic partners as a pole of excellence in research, strengthening its international outreach and the transfer of results to society.

In this field, three priority areas for action have been established: the creation or consolidation of research infrastructures; initiatives to attract and to promote talent, and the promotion of research and transfer support structures.

ACTIONS FOR THE SCIENTIFIC IMPROVEMENT AND KNOWLEDGE TRANSFER

Axis 1. Research infrastructures
B1: UPF–Social Sciences and Humanities Research Park
B2: Setting-up a UPF-UOC interuniversity centre for research on moral and political theory

Axis 2. Promotion and attraction of talent
B3: Talent attraction and transnational mobility project
B4: Mobility programme for young PhD holders as part of the A4U

Axis 3. Research and transfer support structures
B5: European A4U Office in Brussels (OPERA)
B6: Strategic knowledge transfer plan

Among all actions, the consolidation of the **UPF Research Park** (B1), which is progressing well with the construction of two new research buildings on campus (Figure II), should be emphasized.

Figure II. UPF Research Park

Mercè Rodoreda building.
(Already built)

Building I. Projection.
Surface area: 8.685 sq.m
Planned investment: 15,2 million €

Building II. Projection
Surface area: 4.268 sq.m.
Planned investment: 14 million €

Second, the implementation of several actions **to promote and recruit international talent** it should be noted, either the ones driven by the University – with a view to the European projects and for which, among other, funding from the European Commission has been raised (Cofund program 7th EU Framework Programme) (B3) or the ones driven by A4U to promote the mobility among its researchers (B4).

Finally, the **creation of new structures to support research and transfer activities** – such as OPERA, the A4U office in Brussels or the UPF Business Shuttle, the new facilities for companies' incubation – has contributed to the improvement of the University and its aggregation results.

3.3. Transformation of the campus into a comprehensive social model and its integration within its land setting
The project has also strengthened the relationship between the University and the various groups with which it interacts. To do this, closer ties and new collaborations with entities that are part of the aggregation have been established (actions are described in previous sections).

Furthermore, actions to improve the services of the entire university community have been prioritized, such as, for example, the e-administration project (C2) and two initiatives to foster relationships with students (C3) and alumni (C1). This three actions progress normally.

ACTIONS FOR THE TRANSFORMATION OF THE CAMPUS INTO A COMPREHENSIVE, SOCIAL MODEL AND ITS INTEGRATION WITHIN ITS LAND SETTING
C1: UPF Alumni programme
C2: E-administration implementation project
C3: Plan of action for a comprehensive model of student participation