Building knowledge
To build citizens
To build cities

Executive report
Introduction

The Icària International project stems from Pompeu Fabra University’s determined mission to achieve the highest possible level of excellence. There are two factors that distinguish this presentation from the one submitted in the CEI 2009 programme where UPF was classified as a ‘promising’ institution:

- Firstly, new and important strategic associates have been incorporated into the project: Open University of Catalonia (UOC), the 4 Universities Alliance (UAM, UAB, UC3 and UPF), Barcelona Institute for International Studies (IBEI) and Barcelona Beta centre promoted by the Pasqual Maragall foundation.

- Secondly, the joint outreach of the UPF campus, fostering relations and synergies between the university’s three fields of knowledge in order to forge a uniquely specialised environment.

These changes have been brought about by:

- recommendations from the CEI 2010 programme advisory committee.
- the goals upheld by Pompeu Fabra University since it was founded, based on a permanent process to achieve teaching and research of the utmost quality having international outreach.

Testimony to this is the approval of the strategic plan for the period from 2010 to 2015 (the UPF25 YEARS Strategy) which was drafted to speed up the process for attaining excellence and shares common ground with the plan to make UPF a Campus of International Excellence employing the same tools to achieve this goal.

Nonetheless, one of the most noteworthy aspects of UPF is its involvement in the transformation of the city to the extent where this transformation has been incorporated into this project as one of the fundamental areas, as shown in the diagram at the top of the next page.

International standing

<table>
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<th>Times Higher Education Ranking (THE, 2010).</th>
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<td>Position 155 worldwide, 2nd-ranked Spanish university</td>
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<th>Shanghai Ranking (ARWU, 2010).</th>
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<td>In the top 300 to 400 universities in the world and in the top seven Spanish universities</td>
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Integrating environments to create an urban setting

The current Expo Shanghai, whose theme is “Better city, better life”, includes a new area on the best urban practices. Since Barcelona was a guest for this area of the exhibition, at the Barcelona pavilion the entire world has been able to witness the sheer scope of the only two urban regeneration projects mentioned: Ciutat Vella and 22@.

Although the involvement of UPF has been vital to both projects, the university played a leading and decisive role (through the 22@Barcelona municipal corporation) in transforming the rundown industrial neighbourhood of Poble Nou (the former Manchester of Catalonia) into the current 22@ district of innovation, epitomising the change in economic model brought about at the turn of the 21st century by the transition from the industrial economy to the knowledge economy. The outcome has been to forge a quality academic, scientific, enterprising and innovative environment with an international calling and which is fully integrated into society.
Pompeu Fabra University has done more than embark on occasional activities relating to its local environment, for instance, engaging in active relations with local social institutions, and setting up museums and university residences; rather, it has excelled itself inventing and creating an urban environment of the highest quality offering greater ecological efficiency and striking a balance between the business activities and university life unfolding side by side with neighbourhood life. The concern for ensuring excellent architectural quality has been acknowledged in numerous awards for architecture and urban development granted for the refurbishment of existing buildings and the construction of new ones.

UPF will continue to endeavour along these lines, strengthening its involvement in a sustainable economic model with a proven track record in terms of efficiency.

Indeed, the ever-increasing rate at which new companies are being established and jobs requiring high qualifications are being created in the 22@ district is proof of this, constituting one of the possible ways of coming out of the most severe financial downturn in recent decades. The integration of three scientific parks pertaining to UPF on the same campus is a further step on the road to integration into the local environment. The university has been a key player in lending the local area a new lease of life and it will continue to work with the public authorities in order to consolidate Barcelona’s standing as a leading platform for innovation and the knowledge economy on an international level. Indeed, it is for good reason that Barcelona has earned renown as the city of knowledge.

**Integrating knowledge to develop citizenship**

The foremost aspect of the studies offered on the UPF campus is the fact that they are comprehensive in nature (comprising scientific, humanistic, technical, professional, cultural and civic education) organised around three fields of knowledge:

- Social sciences and humanities
- Communication and information technologies
- Biomedicine

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### Teaching quality: key indicators

For the 2009-2010 academic year the university had already adapted its bachelor’s degrees to the EHEA, a year ahead of the deadline stipulated in current legislation.

UPF has the highest rate of achievement (credits successfully completed as a percentage of all credits registered by students) in Spain (83.1%) according to the “Figures and data” report (CyD foundation, 2009).

Graduate satisfaction level: 7.8/10 (occupational integration study on UPF graduates UPF, 2006).

UPF has 7 of the 25 highest cut-off marks in the Catalan system.

Two students apply for every UPF place available.
Accordingly, these individuals will thus build a more extensive background to help strengthen the social fabric, improving decision-making prospects for our democracy and making it possible to assess the way companies and institutions operate in a more effective fashion. All in all, the result will have a clear bearing in forming a society with greater wellbeing and equality.

A comprehensive perspective of knowledge goes beyond strengthening synergies and relations between UPF’s three fields of knowledge and establishing cross-border cores of knowledge between the fields; the academic level as a whole is internationally well placed thanks to quality integration stemming from the university’s robust commitment to provide education centred on the following aspects:

- innovation
- quality
- adaptation to the European Higher Education Area (EHEA)
- high level of internationalisation
- constant adaptation to the needs of society
This twofold integration of knowledge (in terms of structure and quality) leads to a first rate teaching model, essential when it comes to improving certain aspects in building citizenship, such as:

- increasing the university’s ability to appeal to the best students
- speeding up the process for ensuring graduates integrate into society

Over the coming five years, the university strategy focuses on promoting postgraduate studies inasmuch as they constitute a convergence for teaching and research. The foremost players in this area are:

- Barcelona Graduate School of Economics (BGSE)
- Barcelona Institute for International Studies (IBEI)

These two centres stand out owing to their international calling and they are at the core of the project’s teaching associates. They will help to consolidate the UPF campus as a leading platform in Barcelona for postgraduate studies.

Integrating research to forge knowledge

The comprehensive structure of UPF’s studies structured around the institution’s three fields of knowledge (social sciences and humanities, communication and information technologies and biomedicine) stems from the fact that research activities are also conducted comprehensively.

Excellence of UPF’s research activities: some of the main international rankings

<table>
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<tr>
<th>First Spanish university for cites per document, international collaboration and field normalised citation score (SIR World Report, 2009).</th>
<th>First university in Ibero-America and Spain for international collaboration and average scientific quality; and for social sciences, health sciences and life sciences in terms of the percentage of publications in journals listed in the first quartile of the most influential journals in the world (Ibero-American Ranking SIR 2010).</th>
<th>Third Spanish university for the number of publications in the journals Nature and Science according to the Ranking of World Universities of the University of Shanghai (ARWU, 2010).</th>
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<td>First Spanish university owing to research quality (Scimago Ranking, 2003-2007).</td>
<td>First Spanish university, seventh in Europe and thirty-fifth worldwide for research in economics (Research ranking by the University of Tilburg, 2009).</td>
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The excellent quality of the teaching provided is attributable to the high level UPF has attained in its research. Indeed, the university's position in the main international rankings means that acknowledgment is given to the excellent track record built by UPF in research and international standing ever since it was founded.

In short, the UPF integration strategy for integrating teaching and research also provides an excellent springboard to develop in terms of knowledge transmission and transfer.

**Developing research in order to progress in terms of knowledge transfer**

One of the distinguishing traits of UPF is its founding commitment to forge a small number of extensive departments. This organization encourages relations between departments, fostering interdisciplinary research, a key factor in reaching the following goals:

- lending UPF international outreach as a university specialising in research on the frontier of knowledge
- attaining outstanding results in terms of knowledge transfer
- fostering innovation in society in conjunction with other social and business players in the university's environment
- participating actively in urban clusters of the innovation district 22@

As a spearhead for research, UPF has witnessed an almost 80% growth in its self-funding capacity (2006-2009) thanks to competitive funding programmes and contracts with companies in the fields of social sciences and humanities, biomedicine and communication and information technologies, fields that are directly linked to social transformation and the change in economic model.

Looking ahead to the future, the UPF campus is striving to consolidate this project:

- promoting research on the frontier of knowledge and synergies between the three fields
- promoting the international outreach of research and knowledge transfer in order to become:
  - a centre for knowledge creation, transmission and transfer
  - a magnet for attracting talent in Europe

Through various actions including:

- UPF–Social Sciences and Humanities Research Park
- Talent attraction and transnational mobility project
- Strategic knowledge transfer plan

In order to reach all the goals envisaged in the actions, the UPF campus has also expanded its strategic associates.
Bringing together capacities to increase excellence

Pompeu Fabra University’s close association with society is evident in a wide variety of ways, ranging from its commitment to public, transparent accountability for an evaluation of its activities, to its strong ties with key institutional, social and economic agents.

UPF’s association with institutions and organisations whose activities are akin to those of the university goes back a long way. Indeed, in institutional terms, cooperation established with the Government of Catalonia and Barcelona City Council from the outset in implementing university facilities with a major role in the urban transformation of Barcelona is one example of this.

In terms of the university’s associates, UPF is part of the 4 Universities Alliance (A4U) along with three universities that had already received acknowledgment as campuses of international excellence (the Autonomous University of Barcelona, the Autonomous University of Madrid and the Carlos III University in Madrid). For the Icària International project, UPF and the Open University of Catalonia (UOC), who have already been working together for some time, embarked on a new chapter in order to execute several innovative projects applied to bimodal teaching and research.

As far as teaching associates are concerned, the UPF aims to earn a name for itself as a leading postgraduate platform. To achieve this it builds on its existing collaboration with the Barcelona Graduate School of Economics (Barcelona GSE) and the Continuing Education Institute IDEC, by adding the Barcelona Institute for International Studies (IBEI) and the Barcelona Institute of Architecture (BIArch) as part of this project.

With regard to research associates, it is worth drawing attention to ties between UPF and the Scientific Research Council (CSIC) in various fields. To coincide with the Icària International project, the first steps have been taken to establishing a fundamental new associate with the Pasqual Maragall – BarcelonaBeta Foundation, which focuses its activities on the study and prevention of Alzheimer’s disease.

In addition to the associates mentioned, UPF also maintains regular collaborations with the following:

- Research Centre for International Economics (CREI)
- Research Centre for Mediterranean Economies (CREMed)
- Institute for Territorial Studies (IET)
- Evolutionary Biology Institute (IBE) (CSIC-UPF)
- Barcelona Biomedical Research Park (PRBB)
- Municipal Institute of Medical Research (IMIM)
- Mar Health Park
- Centre for Genomic Regulation (CRG)
- Pasqual Maragall - BarcelonaBeta Foundation
- Centre for Environmental Epidemiology Research (CREAL)
- Barcelona Centre for Regenerative Medicine (CMRB)
- High Technology Institute – CRC
- Barcelona Media – Innovation Centre
In terms of businesses, the university’s involvement and cooperation with companies in sectors linked to its fields of knowledge is also noteworthy.

The following diagram shows the broad scope and range of the strategic associates linked to the UPF campus:

The multiplier effect of the associate strategy undertaken by UPF is essential to boosting excellence with the following goals:

- to create, transmit and transfer knowledge
- to ensure UPF attains unquestionable international leadership befiting a campus of international excellence
Creating talent to attract more talent

Based on a firm international standing established by UPF in its founding commitment, the university has forged a high international profile and renown thanks to:

- Teaching staff with international profiles
- Research having international outreach
- Quality doctoral programmes
- Joint degrees and projects with other universities
- Smooth incorporation of English into the studies offered
- Postgraduate studies offered having excellent international quality and a bachelor’s degree taught entirely in English: International Business and Economics
- Students from a wide range of backgrounds
- High international mobility of students and lecturers with foreign universities (280 agreements)
- Presence in leading international academic forums

This has all been achieved thanks to well-defined strategic priorities on internationalisation policies and alliances. These include the Maastricht Group and the European University Association (at a European level) and the Consortium for Advanced Studies in Barcelona (CASB) and the Study Abroad programme network (in relation to North America).

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Research and postgraduate studies of international prominence

UPF offers two Erasmus Mundus master’s degrees and has submitted two master’s degrees and one doctoral programme with leading universities to the 2010 call.

Top Spanish university for the indicator “International Faculty” in the THES world ranking (Times Higher Education Supplement, 2009).

21% of starting grants and 31% of advanced grants awarded to Spain (European Research Council, ERC, first edition).

46% of doctoral students and 37% of master’s degree students are foreign nationals.

21.4% of all grants awarded in the first two ICREA Academia calls (15 of the 70 places on offer).

7 out of 9 doctoral programmes received a quality mention from the ministry.

40% of teaching and research staff have prior experience or education abroad.
UPF’s position is also down to the prestige afforded by a quality university model that constitutes a two-way street: firstly, the university has opened up to the world and, moreover, it encourages the input of new talent from outside thereby nurturing the quality of its model.

In order to boost UPF Campus international renown, several projects and actions will be launched, including:

- The A4U International project and the European A4U Office in Brussels (OPERA)
- The mobility programme for young PhD holders as part of the A4U
- The talent attraction and transnational mobility project
- The UPF Global Network Initiative project
- The UPF International Experience project
- The Plan of Action for Multilingualism
- The plan for promoting postgraduate schools in the UPF group

The range of actions envisaged are a clear testimony to the fact that the UPF campus has rested on a firm foundation with internationalisation as a priority area, vital to consolidating the university’s position as a spearhead.
Leading in innovation to transform the economic model

The foremost contribution in the UPF campus in transforming the economic model is enshrined in the research parks set up in relation to the university’s three fields of knowledge:

- **Barcelona Biomedical Research Park** and **Barcelona Media Research Park**, already established.
- **UPF - Social Sciences and Humanities Research Park**, one of the foremost actions envisaged in the project to be developed in two stages expected to be completed in 2016.

These research parks are prominent agents for social and economic transformation on the road to a **new sustainable economic model**, owing to the following aspects:

- They bring together and boost synergies between the **UPF campus** and the various agents promoting the change in economic model.
- They promote **first-rate research and transfer of knowledge** to society owing to the development of joint initiatives in conjunction with the private sector.
- They foster **relations** and help **strike a balance** between university activities and **new types of economic activities**, on the one hand, and the local **activities of society**, on the other.

**Barcelona Biomedical Research Park** is at the **heart of biomedical research in southern Europe**. Research on the frontier of knowledge is conducted at this facility in the fields of biomedicine and health sciences. More than **1200 researchers** from over 50 countries and more than **100 research groups** with **prominent international researchers** (30% foreign nationals) foster the **transfer of their leading research** to the industry.

**Barcelona Media Research Park** offers comprehensive services in all **areas of the media** ranging from content to technology. It is an urban complex that is open to citizens hosting modern technical areas and offices alongside research, **innovation and university education** facilities, **business incubators** in the media industry and **residence areas for entrepreneurs, students and lecturers** linked to the communications sector. In this sphere, **Barcelona Media – Innovation Centre**, one of the foremost **advanced technology centres** in Catalonia, plays a vital role.

Lastly, the action in relation to the **UPF-Social Sciences and Humanities Research Park** brings together university research groups, internationally renowned mixed centres and prestigious institutions in a single, unique setting in order to establish the university’s position as a **leading centre** for social sciences and humanities in **southern Europe**. The park is being developed in two stages as shown in the diagrams below.
The UPF campus in Barcelona

UPF - Social Sciences and Humanities Research Park development
Greater excellence calls for more resources

The Icària International project stems from UPF’s conviction to make a determined step towards greater excellence. To do so, it has fostered opportunities to reach this goal, as shown in this project: integration with regard to knowledge and the setting, the active participation of strategic associates, the launch of highly innovative projects, the strengthening of internationalisation efforts and the expansion of quality measures in governance.

This is an ambitious project aimed at forging opportunity based on the high level of excellence currently held by UPF and on a short, though solid track record in efficiently managing and administering all the resources needed to execute the project.

The 22 actions comprising the project to transform UPF into a campus of international excellence are detailed in the report. The most important include:

- UPF–Social Sciences and Humanities Research Park
- Bimodal teaching cooperation projects on interuniversity undergraduate and postgraduate programmes (UPF-UOC)
- European A4U Office in Brussels (OPERA)
- A4U International project
- UPF Global Network Initiative project
- Plan for promoting postgraduate schools in the UPF group
- Tutorial plan of action
- UPF Alumni programme

Governance and efficient management, vital to excellence

Actions to improve teaching, research, innovation and internationalisation, specified in this project, would be of very little use unless the university carried out stringent governance in academic and management terms. Indeed, the various indicator’s of UPF’s quality are testimony to a track record that owes its success beyond a shadow of a doubt to the management and governance model implemented since the university was founded, especially when it comes to internal and external activity assessment systems.

Even so, the plan for making UPF a campus of excellence also seeks to heighten the efficiency of governance and management which, moreover, were specifically addressed in the UPF25 YEARS Strategy.

This efficiency affects all university spheres – the academic structure, the sustainability of the economic model, human resources, social responsibility – and, in particular, it affects the framework for students participating in university life. For UPF, students are given priority as the addressses of the studies offered and also as individuals who are integrated into the city and constitute the basic pillars of citizenship.
Increased excellence, a factor for social wellbeing

The UPF Campus - Icària International project illustrates the university's clear conviction that the way to assuring greater wellbeing, progress and equality is to achieve the utmost levels of excellence in:

- The creation, transmission and transfer of knowledge
- The integration of knowledge as a key element in building citizenship
- Integration into the local setting as a factor in building an urban environment