

University of **CATALONIA**

# Building an Innovative University System for Society



**ACUP** ASSOCIACIÓ CATALANA  
D'UNIVERSITATS PÚBLIQUES



University of CATALONIA



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04	Introduction
06	The University of Catalonia
08	The ACUP. Goals and Recent Evolution
12	ACUP Areas of Work
14	2010 ACUP Report. Programmes and Projects
	Strategy and Institutional Relations
16	White Paper on the University of Catalonia
20	Institutional Relations
	University Management
22	Promoting Electronic Administration (e-administration)
24	Support and Coordination of University Labour Relations
26	University Funding
	International Relations
28	Internationalisation Plan
30	International Observatory
32	International Representation and Fairs
34	Strategy for University Cooperation for Development
36	Catalonia-Africa University Cooperation
	Studies and Observatory
38	Study on the Contribution of Higher Education Institutions to Regional Development (OECD)
40	Impact of the University of Catalonia on Society
42	European Drivers for Regional Innovation Platform
44	Institutional Development and Training
	Society-University Relations
46	RecerCaixa
48	The Children's University of Catalonia (udn2.cat)
50	"Science and Society" Conference Cycle

# Introduction



Welcome,

Here is the first institutional report of the Catalan Public University Association (ACUP – the initials in Catalan), which includes the eight public universities in Catalonia. It is well-known that the ACUP's main objective is the promotion of quality university education and research, allowing for sure progress in the building of a knowledge-based society. The aim therefore is to place higher education and research at the centre of Catalan national debate and the country's priorities.

Universities are called upon to play a central and strategic role in the new knowledge society and economy. Our goal is to build a forward-looking project through networking, under the common *University of Catalonia* brand, with the aim of mutual collaboration and collective strategy.

Thus, we want a cohesive university system, territorially balanced, coordinated, with common goals and unique and complementary institutional profiles. It is through the cooperation of the universities, along with other Catalan, Spanish and international organisations and institutions, that we can achieve common goals for Catalonia's progress and position the *University of Catalonia* as an international benchmark.

We undertake our task in favourable conditions. The *University of Catalonia* is one of the largest university communities of Southern Europe, offering a rich variety of studies and research groups that are increasingly well-established both inside and outside Europe.

The aim of this publication is to present the ACUP, its achievements and its areas of action of preference, which are the following: strategy and institutional relations, university administration, international relations, studies and observation, as well as forging a better relationship between universities and society. All of these lines of action constitute the programmes and projects the ACUP has promoted since 2008.

From this report it can be seen that the ACUP is a dynamic organisation, with a mission and on-going strategic projects. Most importantly, it is a clear indication that inter-university collaboration is crucial to achieve common goals and to position our university system in Europe and in the world.

The contents found in this publication are a sign that our cooperation and collaboration are essential for the whole system and for Catalonia. Collaboration allows economies of scale, streamlining and better use of resources. Efforts made in this direction are a guarantee for success and benefit us all as essential agents of social progress, now and in the future.

I am confident that we will face the cultural change of our institutions with tenacity and conviction and future reports will show the fruits of the potential of our joint action.

**Imma Tubella i Casadevall**

President of the Catalan Association  
of Public Universities

# The University of CATALONIA

The *University of Catalonia* represents the eight Catalan universities: the Universitat de Barcelona (UB), the Universitat Autònoma de Barcelona (UAB), the Universitat Politècnica de Catalunya (UPC), the Universitat Pompeu Fabra (UPF), the Universitat de Girona (UdG), the Universitat de Lleida (UdL), the Universitat Rovira i Virgili (URV) and the Universitat Oberta de Catalunya (UOC).

Students:  
**203.406**

Teaching and research staff:  
**15.214**

Consolidated research groups:  
**686**



Students:  
**51.843**

Teaching and research staff:  
**4.518**

Consolidated research groups:  
**244**



Students:  
**35.695**

Teaching and research staff:  
**3.345**

Consolidated research groups:  
**171**



Students:  
**30.288**

Teaching and research staff:  
**2.585**

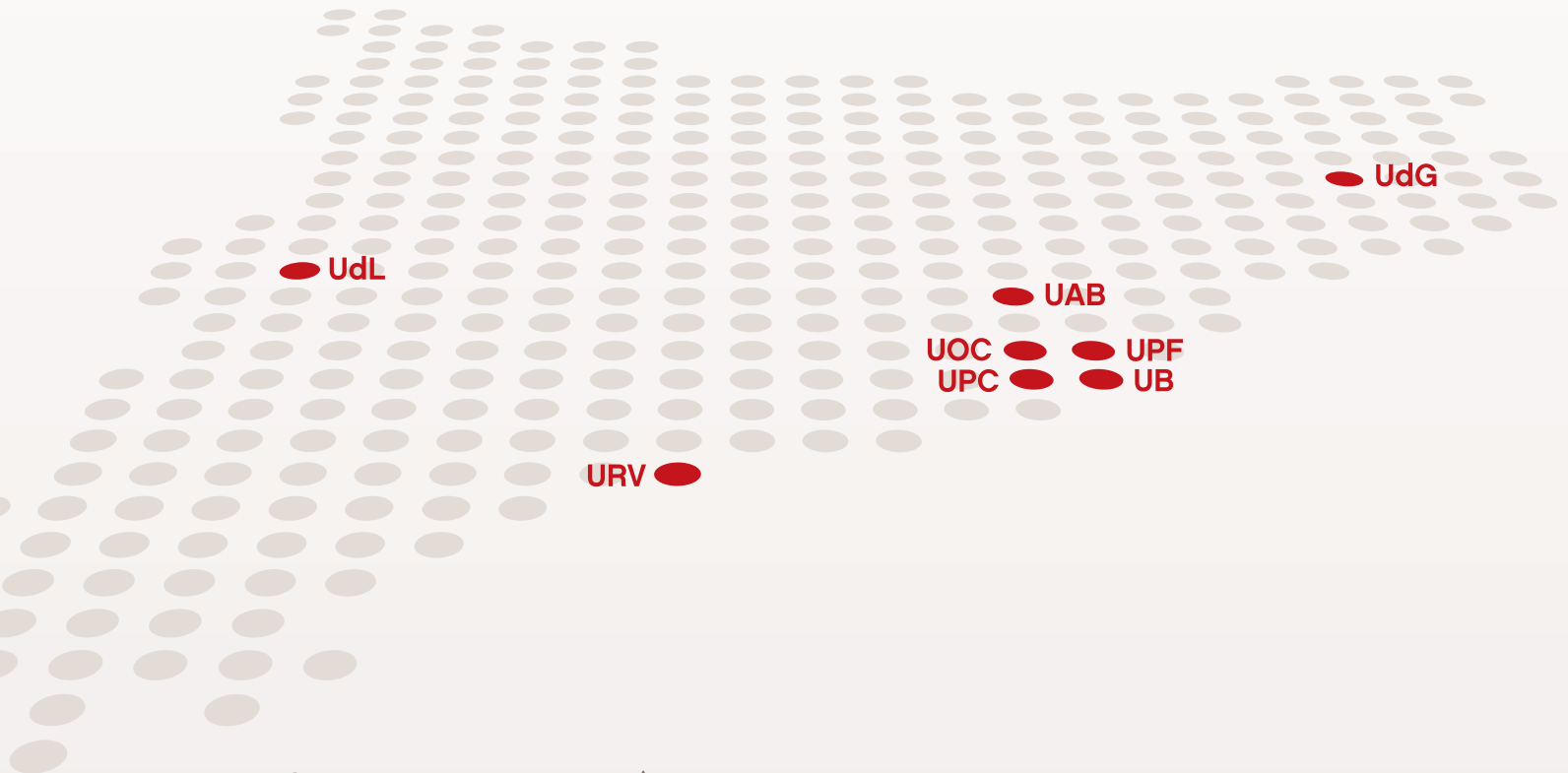
Consolidated research groups:  
**113**



Students:  
**11.430**

Teaching and research staff:  
**1.076**

Consolidated research groups:  
**46**



  
Universitat  
de Girona

  
Universitat de Lleida

  
UNIVERSITAT ROVIRA I VIRGILI

  
Universitat Oberta  
de Catalunya  
[www.uoc.edu](http://www.uoc.edu)



Students:  
**11.552**



Students:  
**7.880**



Students:  
**12.065**



Students:  
**42.653**

Teaching and research staff:  
**1.152**

Teaching and research staff:  
**848**

Teaching and research staff:  
**1.503**

Teaching and research staff:  
**187** prof. **2.043** tutors

Consolidated research groups:  
**35**

Consolidated research groups:  
**32**

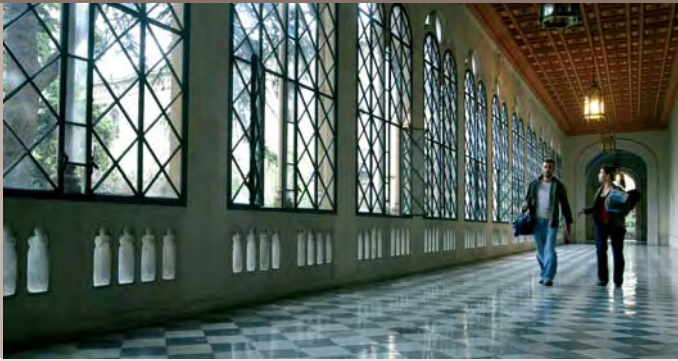
Consolidated research groups:  
**42**

Consolidated research groups:  
**3**

# The ACUP. Goals and recent evolution

ACUP





The Catalan Association of Public Universities (ACUP) was created in 2002 on an initiative of the Universitat de Barcelona (UB), Universitat Autònoma de Barcelona (UAB), Universitat Politècnica de Catalunya (UPC), Universitat Pompeu Fabra (UPF), Universitat de Girona (UdG), Universitat de Lleida (UdL), Universitat Rovira i Virgili (URV) and the Universitat Oberta de Catalunya (UOC). The ACUP's main purpose is to be the principal voice of the universities of Catalonia and combine efforts to promote initiatives, programmes and joint projects with the aim of improving the university system and ensuring that it spearheads social, cultural and economic development.

The preamble of the ACUP Statute reads: "Autonomy, Catalan identity and modernity were the three recurring themes of the Catalan University Congresses held between 1903 and 1918. These intellectual ideals and aspirations cannot be considered exhausted, they are the driving force behind the public universities' desire to work together. This autonomy to work and be responsible is leading universities to come together

to develop joint strategies, for the benefit of Catalonia. Supplied with a deep knowledge of university history in Catalonia, and recalling the words of *Tirant lo Blanc* [one of the best known medieval works of Catalan literature, XV century] "he who forgets the past, forgets himself", the universities are looking to work for the future. The fact that public universities created an association is an indication of their willingness to work together with one voice in all matters where unanimity is possible. Moreover, a partnership between the universities and the Administration will help to further the cultural progress of Catalonia.

As in other historical moments when the answers to the problems of the University came from Catalan initiatives, it is now more necessary than ever to have the tools and a Catalan Law that may serve as a vehicle for the autonomy that the university requires to make creativity possible. This creativity is necessary for the permanent renewal of education and the promotion of scientific research of indisputable quality. These must be undertaken in an atmosphere of trust, at a university linked to social reality, open to the surrounding world and that works to achieve the greatest possible social cohesion."

The main objective of the ACUP is to sum up the forces of the public universities of Catalonia to promote joint initiatives, programmes and projects with the aim of improving the university system.

The university rectors who created and implemented the ACUP in 2002 were:

Joan Tugores UB

Lluís Ferrer UAB

Josep Ferrer UPC

Maria Rosa Virós UPF

Joan Batlle UdG

Joan Viñas UdL

Lluís Arola URV

Gabriel Ferraté UOC

The rectors represent their universities in the General Assembly of the ACUP, which is the executive body of the Association. The ACUP presidency rotates annually among the university rectors. Furthermore, since 2008, the Presidents of the Social Councils of the member universities have been added as members of the General Assembly.



Since 2006-2007, the ACUP has greatly intensified its activities and public presence, gaining the experience that has established the university association as a European model. The proof of this is in the considerable amount of relationships and projects that are carried out on an international level. Since the creation of an Executive Secretariat and the drafting of a joint strategy which aims to make the Catalan university system a reference system in southern Europe, the Association has created a series of initiatives to improve member universities and the entire university system in different areas: training, research, knowledge transfer to society and internal management. A significant milestone in this direction was the publication of the *White Paper on the University of Catalonia* in June 2008. This document proposes a future model for the Catalan university: modern, innovative and in service to society and its progress. This in turn is based on a series of strategies and specific projects in the coming years to move towards this innovative university at the service of society.

Currently, the Association implements over 15 programmes and projects which are described in the following pages, and on which more information can be obtained at the ACUP website ([www.acup.cat](http://www.acup.cat)). The Association's work is directed towards five main areas:

Strategy and Institutional Relations

University Management

International Relations

Monitoring and Studies

Society-University Relations



## General Assembly

**Dídac Ramírez**

Rector, Universitat de Barcelona.

**Joaquim Coello**

President, Universitat de Barcelona Social Council.

**Anna Ripoll**

Rector, Universitat Autònoma de Barcelona.

**Alícia Granados**

President, Universitat Autònoma de Barcelona, Social Council.

**Antoni Giró**

Rector, Universitat Politècnica de Catalunya.

**Joaquim Boixareu**

President, Universitat Politècnica de Catalunya, Social Council.

**Josep Joan Moreso**

Rector, Universitat Pompeu Fabra.

**Núria Basi**

President, Universitat Pompeu Fabra, Social Council.

**Anna Maria Geli**

Rector, Universitat de Girona.

**Albert Bou**

President, Universitat de Girona, Social Council.

**Joan Viñas**

Rector, Universitat de Lleida.

**Ramon Roca**

President, Universitat de Lleida, Social Council.

**Francesc Xavier Grau**

Rector, Universitat Rovira i Virgili.

**Ángel Cunillera**

President, Universitat Rovira i Virgili, Social Council.

**Imma Tubella**

Rector, Universitat Oberta de Catalunya.

**Josep Vilarasau**

President of the Advisory Board of the Foundation of the Universitat Oberta de Catalunya.

## Executive Secretary

**Josep M. Vilalta**

## Technical team

**Nadja Gmelch**

Project Manager

**Alicia Betts**

Project Manager

**Alba Morales**

Project Manager of the RecerCaixa Programme

**Nia Solé**

Management and Administration

# ACUP Areas of Work



## Strategy and institutional relations:

Analysis and design of policies for the public university system of Catalonia in collaboration with other institutions and organisations, and promotion of institutional relations with the creators of university and research policies in Catalonia and the rest of Spain.



## International Relations:

Fostering international relations with countries, regions and university systems around the world and the international promotion of the Catalan public universities - *University of Catalonia*.



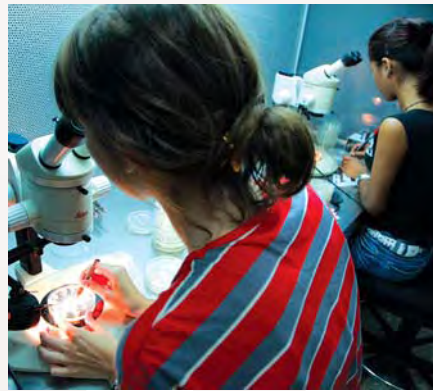
## Monitoring and studies:

Preparation and coordination of studies, reports and statistics on the main areas of university activity (teaching, research, knowledge transfer and university management) and collaboration with other organisations and countries.



## University management:

Promotion of initiatives and projects for the improvement and innovation of university management for the Catalan public university system as a whole, as well as for each of the ACUP member universities.



## Society-University relations:

Promotion of far-reaching programmes and projects that bring universities and society together with the aim of promoting social, cultural, economic and technological progress.

# Programmes and projects 2008-2010





# White Paper on the University of Catalonia

The *White Paper on the University of Catalonia* offers a structure for a common framework for Catalan public universities to build a collective and cooperative strategy to position the Catalan university system as a role model for southern Europe. The paper offers 64 strategies and 73 specific projects to be implemented in order to build this university system of quality and international reference.

Besides its symbolic value, the new concept of a *University of Catalonia*, -a brand that, for the first time, brings together eight different university profiles with an aim towards building a cohesive and quality university system-, the *White Paper* distinguishes itself by bringing a unique and shared point of view to the European debate on the university and its role in contemporary society.

The paper is particularly remarkable for drafting a common framework with specific goals for the future “that go far beyond mere programmatic intentions and words,” as noted Anna Maria Geli, UdG Rector and acting ACUP President in June 2008, when the document was publicly presented in Barcelona.

Through a series of 64 strategies and 73 projects, the *White Paper* describes a new model of Catalan university with a clear vocation to serve society, where the universities are committed to promoting transparency and accountability and to working together to improve the quality of education, strengthen scientific research and encourage knowledge transfer with the aim of contributing to social, economic and cultural progress.

The document is divided into eleven sections that correspond to major spheres of activity to move towards this new, more cohesive and coordinated, geographically balanced university concept, with a unique and complementary profile and common goals. The *White Paper* was promoted and drafted by the ACUP with the support of the Ministry of Innovation, Universities and Enterprise of the Generalitat de Catalunya, Caixa Catalunya and Banco Santander.

## The University of Catalonia

Promotion of the *University of Catalonia* is the cross-cutting message of each chapter of the *White Paper*. The underlying philosophy is to break with the standard isolated and independent university model, and support a model of coordination that promotes the development of strategic alliances. This new approach will result in the improvement of each particular university's functioning and of the system in general. First among the strategies contained in this section is the promotion of inter-university cooperation. The common international presence of the Catalan public universities is also being strengthened and Catalonia and Barcelona are being projected as ideal locations for postgraduate and doctoral training of an internationally competitive level.

The White Paper, presented publicly in 2008, has had a great impact not only in Catalonia and the rest of Spain, but also in various European forums and countries.



## Social Commitment

This chapter emphasises the need for further institutional and social responsibility of universities as it is considered a mission of high importance. The proposal is to strengthen this role in different aspects. Firstly, it will be strengthened by forming values and fostering critical thinking through the development of a code of ethics that includes the rights and duties of students. Moreover, the commitment to the Catalan language and culture will be stressed while simultaneously strengthening specific actions to facilitate the entry of additional languages in classrooms, on campuses and in research. The promotion of a joint university cooperation programme for development which will concentrate on academics is also encouraged.



Since its publication, the ACUP has developed around 20 of the projects and initiatives contained in the White Paper.



## Quality Education

Promoting quality education that is student-oriented and adapted to social demands and the labour market is also an essential milestone in contemporary Europe. In this regard, an integrated and coordinated range of undergraduate degrees (*Graduat*) is to be promoted, encouraging more general profiles on entry and more specialised profiles on leaving. Furthermore, an articulated range of masters programmes (*Màster*) recognised at a European and international level is to be developed. This chapter also establishes the priority objective of improving students' academic performance. This will be accomplished through the introduction of mechanisms that help to publicise the results to society and by encouraging dialogue with previous education stages.

## Research Excellence

The *University of Catalonia* wants to reaffirm the commitment of universities to research excellence and promote the academic careers and staff dedicated to research and innovation, fully developing the training of researchers and doctoral programmes of excellence. It also proposes developing a master plan on scientific communication to foster and maintain an on-going dialogue between science and society.

## Development, Innovation and Welfare

With the aim of becoming a real engine of development and participating as main agents for building awareness in the consolidation of a new economic and social model, encouraging the incorporation of graduates and doctors to the social, economic and labour network is proposed as well as the introduction of economic competitiveness and institutional responsibility regarding the funding of university goals.

## International Presence

Another objective to achieve is to build joint platforms for planning, international relations and mobility in all directions through a unified policy. Along this line, a bid has been made to increase the capacity to attract and retain talent, rethink the services of hosting foreign university student and train students so that they are able to live and work in an international context. Increasing the participation in forums, international agencies and supranational institutions is also deemed necessary.

## Staff Policy

The new university should also take a leap forward in staff policies. For example, this could be achieved by fostering flexible careers with variable profiles, following international best practices, by promoting the mobility of university staff and the professionalization of university management, and by encouraging on-going collective evaluation adapted to the profile of teachers and researchers.



## Equity and Opportunities for Progress

Assuming that one of the major shortcomings of the Catalan and Spanish university system is the weak structure of study grants, one of the main requirements to ensure equitable access to higher education must include the promotion of a new policy of scholarships, grants and loans. This should be applied in the short term.

## Autonomy and Accountability

Increasing the institutional autonomy and the accountability of universities to society are two requirements considered essential to moving towards this new university model. Governments are urged to review their respective university laws so as to eliminate excessive regulations. With the objective of improving transparency of results, we propose the simplification of the evaluation systems in order to make them easier to understand by society, as well as the preparation and broad social dissemination of periodic reports on the social, economic and cultural impact of the universities.



## Governance and Management Efficiency

The indicated paths for improving the governance system and gaining efficiency in management must include strengthening the management capacities of the university leadership and to encourage strong academic units that are operational in training, research and management. It is also urged to clarify the actions of the various agencies involved in the administration of the system and to develop tools that facilitate coordination between universities in this regard.

## Performance Based Funding

The *University of Catalonia* supports a new and fairer funding model that is adapted to new needs, which has as its starting point the task of balancing the budget and which calls for increased funding for selected items related to the promotion of excellence and the development of unique projects in the European context. Moreover, the full, indirect costs of R&D activities are requested to be included in university funding. Finally, the *University* advocates the need to move towards a diversification of funding sources and promote legislation to encourage patronage and tax benefits arising from investment in higher education, research and innovation.



# Institutional Relations

The ACUP represents the Catalan public universities and promotes the active participation of universities in social, cultural, economic and technological progress.



The Statute of the Association states that, “the purpose of the ACUP is to be the essential voice of the universities of Catalonia and to promote and support their work. The ACUP works to fulfil its mission calling for a thriving and diverse higher education sector that benefits everyone. It provides crucial information and combines efforts to ensure that the partner universities share knowledge and best practices.”

In recent years, the ACUP has worked actively and continually in public debates on the present and the future of the university and its role in society's social, cultural, economic and technological progress. This has resulted in active participation in the media and in national and international debates on the subject.

Especially noteworthy is the considerable effort that has been made in recent years to promote the Catalan universities internationally, through a coordinated strategy within the ACUP and under the joint brand of the *University of Catalonia*. Lately, participation and collaboration has been intensified with organisations like the European Commission, UNESCO, OECD, the European University Association (EUA) and the International Association of Universities (IAU), as well as with governments, associations and universities of various countries.



In Catalonia and throughout Spain, the Association collaborates closely with the *Generalitat de Catalunya* and the Spanish Government, particularly with the Ministry of Innovation, Universities and Enterprise of the *Generalitat de Catalunya* and the Ministry of Education (with whom collaboration agreements have been signed in recent years). The ACUP also works with other departments, ministries and organisations that promote education, research, innovation, as well as with public policy partners. Moreover, agreements have been reached for collaboration with various public and private organisations to promote specific activities and projects.

### The ACUP Advisory Board

In 2010, the ACUP General Assembly approved the establishment of an Association Advisory Board. Its purposes include advising on the scope of university activities; reflecting on the role of universities according to new social, cultural and economic contexts; cooperating in the promotion of important and iconic projects between Catalan public universities and raising ideas and debate about models from other countries and on university-society collaboration. As can be seen below, the Advisory Board is composed of outstanding and renowned personalities from the social, economic and educational spheres.

### List of the members of the Advisory Board and their institutional position

**José Antich**

Director of La Vanguardia

**Josep M. Bricall**

former Rector of the Universitat de Barcelona (UB)

**Andreu Mas-Colell**

General Secretary of the European Research Council

**Maria Helena Nazaré**

former Rector of the Universidade de Aveiro (Portugal)

**Joan M. Nin**

General Manager of La Caixa

**Sijbolt Noorda**

President of VSNU (Association of Universities in the Netherlands)

**Jaume Pagès**

Managing Director of Universia

**Miquel Roca**

Lawyer

**Narcís Serra**

President of Caixa Catalunya

**Mònica Terribas**

Director of TV3

**Miquel Valls**

President of the Chamber of Commerce, Industry and Navigation of Barcelona and of the General Board of Chambers of Commerce of Catalonia

# Promoting Electronic Administration (e-administration)

The project of promoting e-administration for universities responds to the desire to increase efficiency and innovation in public university governance, by expanding the use of information and communication technologies in the various areas of work in universities.

The project complements the Law on Citizens' Electronic Access to Public Services (11/2007). This law involves the introduction of changes in the organisation of universities to implement new information communication technologies (ICT) to be able to give a more agile, efficient and effective service to citizens.

In this context, the Catalan public universities have been jointly developing an ambitious project since 2008 to boost electronic administration, or e-administration. This is implemented in collaboration with the Ministry of Innovation, Universities and Enterprise; the Department of Governance and Public Administration of the *Generalitat de Catalunya* and the Catalan Supercomputing Centre (CESCA). The project is directed by the university Heads of Administration committee and has a technical committee comprised of managers and technicians from universities on ICT, organisation, archiving and regulatory aspects. The project includes several specific actions, including the following:

Catalan universities have made a significant effort to introduce new technologies in a rational and structured manner.

## E-administration Regulations

Promotes a model of common rules on the use of technology in university management, from which each university adopts its own rules of procedure.

## Information and Training Modules

Collaborative work has been done towards defining a series of contents on training in e-administration and to disseminate the project. The cultural changes involved in moving from paper to electronic documents and how people relate to new technologies have been taken into account as they represent some of the major challenges in incorporating this new management model.

## Electronic Registration

Since the aforementioned law requires the incorporation of this tool, it is one of the common needs of all universities. Two models are under study: a model for universities that incorporates e-registration into their technological infrastructure and a model that involves setting up a platform in a common centre that can provide service to those universities that choose this approach.

## E-identity and E-signature

This is the area in which universities have advanced most thanks to an agreement that was signed in 2003. Currently, all universities have the same digital certificate supplier as well as digital certificates which are already in use. However, some issues are still pending, among which are the implementation of digital identities and electronic signatures in all areas of the university: professors, students and administrative and service staff.



The Ministry of Innovation, Universities and Enterprise has provided more than 5 million euros to promote e-administration.

### Management of Files/Documents

This is an essential tool because, in order to leverage all the benefits of electronic management of the administration, it is necessary to have tools to access, view, edit and store electronic documents in a structured and controlled manner. Since there are already several solutions on the market and these must be closely integrated to other systems of the organisation, this project has worked to identify and evaluate the tools available. Later, each university will be assisted in implementing the document management and workflow tool of their choice into their own environment.

### E-scanning and E-printing

The aforementioned Law 11/2007 recognises the right of citizens to choose between e-administration and traditional media. This could pose problems if universities opt for paperless management, and stresses the need for common tools that can be used by universities to allow for the coexistence of paper and digital media. The intention is that, internally, the universities can move from paper to electronic documents. If necessary, electronic documents can be transferred to paper when interacting with citizens, thereby ensuring the legal validity of the document in both cases.

### E-file

Once the digital document has become the only acceptable media for legal and administrative relations, it will be essential to promote a digital archive service that ensures the preservation of electronic documents over time. To do this, we have agreed to implement a replica of the e-file in a shared environment. There is a tool developed by the Catalan Certification Agency that fulfils these needs.

### E-bill

Universities have been working together to promote the use of electronic billing, encouraging their suppliers to issue invoices in this format, and to find efficient mechanisms to receive and process such documents.

### E-procurement

The appearance of the Law on Public Sector Contracts has raised new needs in this environment. Universities have jointly analysed the type of needs they have in this regard and are party to work together with the *Generalitat de Catalunya*, which is developing a platform for electronic management of procurement and tendering, in order to progress towards this goal and finally integrate with this platform.

### E-logs

The incorporation of electronic evidence management tools that ensure the legal validity of processes, actions and digital documents is another of the needs posed by the introduction of e-administration. The universities are evaluating the possibility of implementing a tool, in a common environment, to safely store digital objects that serve as evidence of the activity taking place in electronic administration environments.

### E-notification

Electronic notification is an integral process in the new management system, as Law 11/2007 recognises the right of citizens to receive notifications through this medium and describes the requirements that must be met. Universities must decide whether to implement it through a joint platform involving the eight universities, or to integrate with the platform promoted by the Consortium for Open Administration of Catalonia.

### E-vote

The introduction of a common platform for e-voting has finally been decided upon. While electronic voting is not really a process of e-administration, universities consider furthering this voting system to be of interest because they understand it can help to increase student participation in the governance of the community to which they belong. This platform was made available for a trial run in October 2010.

# Support and Coordination of University Labour Relations

The coordination of labour relations aims to improve staff management, both within the public university and as a whole, to facilitate and promote inter-university mobility, to share a career development model for each of the different groups and to establish common labour standards.

The framework of relations of public universities is structured at different levels. On the one hand, the *Mesa d'Universitats*, which is the negotiating framework of the aspects common to all universities staff (salaries, social activity, complementary pension plans and union and participation rights). On the other hand, there are four instances for collective bargaining on working conditions for different groups of staff serving at Catalan public universities: teaching and research staff, and administrative and service staff. Collective bargaining is a function of their relationship as civil servants or salaried workers. In this latest framework, the current labour agreements with the Administrative and Service Staff as well as with the Teaching and Research Staff throughout the public universities of Catalonia have already expired. An initial agreement on conditions of work for Civil Servant Administrative and Service Staff is currently being negotiated.

## Common Staff Policies

In order to assuredly deal with these negotiations, public universities must have a common understanding of the objectives in each area. A strategy for action must be defined, shared and implemented in a coordinated manner during this process. Consequently, the support and coordination of labour relations made by the ACUP aims to facilitate the creation of a common action strategy for the public part and the coordination of its implementation. It also aims to have a greater initiative capacity in joint proposals to foster a shared framework of staff policies in the Catalan public university system.

The goal of coordinating the area of labour relations, therefore, is to define an authentic labour environment for all the Catalan public universities. It should facilitate and promote mobility between universities, which sharing the same model for development and professional careers of the different groups, while establishing common labour standards. The negotiation of this framework, assuming a global university system, will also improve efficiency in the internal management of each university and focus its activities on the realisation of the agreements and the general criteria established as a system.



To address this process in a measured and consistent manner, the ACUP has undertaken the coordination of technical teams from the universities with the aim of integrating the knowledge and specific situations of each institution. Based on cooperative work, the ACUP makes systematised information available, develops action scenarios and assesses their economic impact, in order to facilitate joint decision making on political and strategic levels in each area. These areas include university management, Administrative and Service Staff policies and the definition of the economic framework for the whole labour negotiation process, the vice-presidents responsible for Research and Development Staff policy, for Research and Development Staff policies, and, ultimately, the ACUP Assembly, comprised of the rectors and presidents of the Social Councils of the universities.

The coordination of labour relations will define an authentic labour environment for all the Catalan public universities.



# University Funding

The ACUP studies and produces reports to improve university funding in Catalonia and participates in discussions and forums on national and international funding of higher education and research.



The *White Paper on the University of Catalonia* establishes the need for universities to have an appropriate funding model, whose objectives are based on three main principles: adequacy, equity and accountability. Along this line, the Association and all member universities work to generate studies and proposals aimed at the improvement and adaptation of university funding in Catalonia. In this regard, it is worth noting the work carried out by the Head of Administration Committee of ACUP universities. Likewise, the ACUP has participated in recent years in various forums and seminars in Catalonia, the rest of Spain and abroad, where the models, tools and financial management of universities were analysed and discussed.

The ACUP is working to create studies and proposals aimed at the improvement and adequacy of university funding.





In 2006 the ACUP worked intensely in order to agree to a better funding model of public universities in close collaboration with the *Generalitat de Catalunya*. As a result of this collaborative effort, in October 2006 the Generalitat approved the *Financing Plan for the Improvement of Public Universities* for the 2007-2010 period. This plan provides increased funding for public universities during these four years at an average of 12.12% annually, according to the EU research and development budgets objectives set in 2010. Much of the increased university funding for this period was to be allocated to projects and objectives for the improvement of university activity, more specifically, for the improvement of teaching, research and the technology transfer mission and improving the relationship between universities and society, as well as the management and increase of the effectiveness and efficiency of the universities. Although a large part of the resources approved by the *Generalitat* have not as of yet been transferred to the universities, the work done in collaboration with the *Generalitat de Catalunya* was a technical effort of great relevance.

Likewise, during 2010 several studies are being carried out on the funding model of Catalan public universities, since the application deadline for the distribution of Generalitat resources for public universities expires this year. Specifically, both the Head of the Administration Committee of ACUP universities as well as the Socials Councils of the universities, and an ad hoc technical committee are working to analyse and propose tools and methodologies for university funding in the coming years, as well as mechanisms to improve internal efficiency and economy.

The ACUP is working to analyse and propose tools and methodologies for university funding in the coming years, as well as the mechanisms to improve internal efficiency and economy.

# Internationalisation Plan

The main objective of the Internationalisation Plan is for the university system to become a reference system in southern Europe, one that is internationally recognised for its quality, innovation and social responsibility. The Internationalisation Plan of the Catalan Public Universities 2010-2015 proposes, in parallel, to give an international dimension to all areas of university life.

The initiative stems from the premise that partnerships between universities and the impetus for a new cooperative policy promoted by the ACUP are excellent tools to consolidate and promote the Catalan university system internationally. The universities are aware that internationalisation and quality go hand in hand, and therefore a greater presence abroad means a better institutional capacity for each university individually and the system as a whole.

The Internationalisation Plan has a vision and determination to make the Catalan public university system a cohesive system with unique and complementary profiles. It aims to be internationally recognised for its quality, dynamism, social responsibility and capacity for innovation and was presented in early 2010, in Catalan, Spanish and English. As stated in the preamble, today, globalisation involves rethinking the universities, higher education and research in general. The universities are coherent and relevant to the extent they are able to be present on the international scene and work in the global knowledge network. Also, being active agents in the global world

Catalan public universities have issued a joint and proactive response to meet the challenges of the current global society.

of knowledge is the best way for universities to re-invest resources in the Catalan society through quality training, scientific excellence and the capacity for innovation and social, cultural and economic progress.

In this scenario, the plan sets six priorities for the 2010-2015 for period:

## Internationalisation and International Recognition.

To internationalise and consolidate the Catalan public system of higher education in the framework of Catalonia as a European knowledge region.

## Catalan International Society (Internationalisation at home).

To incorporate an international dimension at all university levels and train students to think and live in an international context.

## Research and Global Talent.

To promote quality research and attract talent.

## Catalan Culture in the World.

Promote Catalan language and culture worldwide.

## Knowledge for Development.

To develop a university cooperation with developing countries that is coherent, coordinated and at the service of societal progress.

## The University of Catalonia.

To consolidate inter-university cooperation in the field of international relations for the benefit of each university and the entire public university system.



These central themes focus on three biennial action plans, which consist of programmes with a series of concrete actions, specific budgets, teams, results and indicators. The first of these plans, covering the years 2010-2011, foresees work on the following five areas:

1. Communication plan and improved promotion of the Catalan university system.
2. International Observatory.
3. Joint post-graduate platform.
4. Mediterranean Area of Higher Education and Research.
5. Cooperation for Development.

The 2010-2011 Internationalisation and Action Plans are the result of the ACUP's work under the initiative of Rectors and by the executive secretariat of the ACUP and the International Relations Committee, which is formed by the Vice-Rectors of international relations and the Heads of international services offices of the eight member universities. During the drafting process a study of best international practices in the field of internationalisation and an analysis of the current situation of the Catalan public universities was carried out; moreover, a seminar, with the participation of international experts, took place to reflect on the internationalisation and international promotion of higher education.

*The University of Catalonia* aspires to be a cohesive system with internationally recognised unique and complementary profiles.



# International Observatory

The *International Observatory* arises from the desire and interest of the Catalan public universities to understand more thoroughly the international reality of universities, to establish a system of internationalisation indicators and to acquire a better understanding of the reality of higher education in other countries.



Globalisation, international rankings and competition both nationally and internationally are some of the elements that have led universities to be internationally visible and competitive if they are to be key players in the society and knowledge economy.

In this sense, internationalisation is also a powerful and far-reaching tool for providing or requiring quality training, research and innovation at universities. Furthermore, it is a mechanism for consolidating and internationally promoting a quality Catalan higher education system that is integrated in the knowledge region and is on its way to become an international benchmark. The ACUP is currently working on several initiatives in this area.

## Internationalisation Indicators

The ACUP has been an associate partner of the *Indicators for Mapping and Profiling Internationalisation (IMPI)* project since October 2009. This project is coordinated by the Centre for Higher Education Development (CHE) and was created with the purpose of developing a tool to measure the internationalisation profiles of higher education institutions, through objective and comparable indicators. The project also aims at introducing proposals to improve the international ranking of universities. The list of indicators is set both in terms of relevance and acceptance by the community.

Funded by the European Commission under the *Lifelong Learning* programme, the IMPI project, which covers a three-year time period, is designed to provide universities with a tool to measure their internationalisation level at a time when competition in higher education cannot be disassociated from its external presence and in which transparency and accountability in this area are still far from occupying the place they deserve.



Boosting the process of internationalisation of universities and increasing their prestige through international promotion to improve competitiveness.



The active participation of the ACUP in this project responds directly to the framework strategy set in the Internationalisation Plan of the Catalan public universities. This strategy encourages active participation in the reflection on internationalisation as well as intervention in the definition and analysis of both internationalisation indicators and international rankings.

The project objectives are completed by the launch of a series of dissemination tools (workshops, symposia, web pages). Multiple discussion plans of results between the parties may be generated from these tools, which must then be tested prior to their implementation.

The initiative aims, in turn, to boost to the universities internationalisation process and to increase their prestige through international projection in order to improve competitiveness.

The main project partners, together with the CHE, are: the ACA (Academic Cooperation Association), Brussels; the NUFFIC (Netherlands Organisation for International Cooperation in Higher Education), the Netherlands; the SIU (Centre for International Cooperation in Higher Education), Norway; CampusFrance, France; and Perspektywy (Fundacja Edukacyjna), Poland. Alongside the ACUP, there are around twenty European institutions that contribute to the initiative as associate partners.

## International Rankings

International rankings reflect the increase of global competition between universities to attract and capture talent and resources, while also increasing competition for results. Given the growing importance of the different international rankings of universities, the ACUP is working towards systematically monitoring them. Along this line, the ACUP has actively participated in various international forums that discuss the methodologies and guidelines of international rankings.

Specifically, the ACUP participates in a new initiative of the European Commission (U-Multirank: *Multi-Dimensional Global University Ranking* led by the Centre for Higher Education Policy Studies [CHEPS, the Netherlands]) which seeks to introduce a classification methodology for higher education institutions, which would take into account the diversity of universities and institutions and would also allow for an institutional classification by disciplines. The Executive Secretary of the ACUP acts as project coordinator in Spain for the *Multi-Dimensional Global University Ranking* project.

# International Representation and Fairs

The need for a stronger presence in forums, exhibitions and international organisations is one of the priority implementation strategies included in the Catalan public universities Internationalisation Plan, designed to improve the visualisation, recognition and international competitiveness of all the Catalan public universities.

In order to achieve successful international recognition, joint strategies and mechanisms must be provided as a public university system, allowing for the creation of economies of scale between the various participating institutions and the promotion of international visibility of all the public universities under a joint brand; one that is identified as a system of reference and excellence both in Europe and around the world.

## International Representation

Public universities consider that initiatives to improve institutional representation are essential when extending the radius of influence and strategic cooperation. In this sense, it is important to be an active member of the European University Association (EUA) (ACUP has been a member since 2007) and the International Association of Universities (IAU) (member since 2008).

A second line of activity is maintaining institutional relations with similar organisations (or organisations with shared interests and goals) from other regions and countries. For example, in recent years, such relationships have been established with Universities Scotland (UK), Universität Bayern (Germany)

and CHE-Consult (Germany), among others. They have also been established with the association of universities in the Netherlands (VSNU), the Dublin Institute of Technology and the European Network for Universities of Applied Sciences (UASNET), with whom institutional meetings have been held.

A third line of activity involves increasing cooperation between Spanish and Catalan agencies, such as the Fundación Universidad.es, the Inter-University Council of Catalonia (CIC), the foreign offices of the *Generalitat* and chambers of commerce, for the definition of a joint policy aimed at promoting international presence.

## Fairs

Visiting international education fairs is among the first actions that the ACUP proposed to promote under the scope of the Internationalisation Plan. The joint presence of the eight universities in international forums began at the conference of the European Association for International Education (EAIE) held in Madrid in 2009. The initiative was carried out in coordination with the CIC. At that time emphasis was already put on the idea of a quality system identified under the *University of Catalonia* brand.

Offering the idea of a quality university system identified under the *University of Catalonia* brand.

Increasing the presence in forums, fairs and international organisations is a priority strategy.

In these forums, the ACUP seeks to organise and promote the joint presence of the Catalan public university system abroad. It also plans to offer its own point of view to the supranational decision-making centres, as well as to the discussions and studies that have an underlying theme of university innovation and modernisation.



One of the issues focused on when presenting this brand image was the choice of an innovative and creative design. It had to be attractive when presented abroad and valid later on when presenting the public university system beyond Spanish borders.

From this first experience, the eight universities decided to participate jointly in spring 2010, together with the CIC, at the annual NAFSA (Association of International Educators) conference. The NAFSA is a group of professionals that encourages the internationalisation of education through the promotion of student exchanges to and from the United States. In addition, the ACUP participated in the annual EAIE conference that was held this year in Nantes (France).

### Promotion and Support of International Academic and Research Projects

The ACUP is committed to encouraging and supporting international research and academic projects. One of the main ways to achieve this goal is to have a joint and coordinated presence in the European Commission on matters of higher education and research, together with the promotion of professional profiles for the management of research and innovation in Catalonia.

# Strategy for University Cooperation for Development

The joint strategy for university cooperation for development (CUD) represents a clear commitment of the Catalan universities towards sustainable and global human development. It is a proactive and coordinated response by the public universities to promote recognition of the role of higher education in development.



Today, there is no question that higher education, research and innovation are key factors in the economic and social development of our societies and around the world.

In the case of developing countries, in order to promote economic growth and social welfare, it is even more necessary to have highly qualified professionals who have the ability to innovate and to generate and adapt knowledge and technology to a specific national context.



The need to build strong universities that are able to meet the challenges of development in their countries thus becomes an essential condition for achieving stability and prosperity. It is difficult to imagine that these countries could significantly increase their capabilities without the support of higher education and research institutions and their decisive contribution in the generation, transmission and transformation of knowledge.

Catalan public universities promote recognition of the role of higher education in development and help create strong universities in partner countries.





## The new strategy will reflect the added value of internationally cooperating universities.

In order to contribute effectively to this development, Catalan public universities are preparing a joint action proposal over five years (2011-2015), based on the long tradition of accumulated cooperation with higher education and research institutions in developing countries. This strategy has the support of the Agència Catalana de Cooperació per al Desenvolupament of the *Generalitat de Catalunya*.

The CUD strategy sets three main objectives: to raise the number of university cooperation actions for development; to increase the real impact of these actions, and to ensure that both the universities and institutions at all levels recognise the important role of higher education and research in the development of this area.

The first part of the strategy focuses on analysing the current state of the CUD in Catalan universities. The paper has shown that the universities have gained importance as actors of cooperation in recent years, although it is observed that cooperation activities have too often been separated from other university activities and that this contribution was too generic and widespread in some cases.

Thus, the momentum of this new joint strategy aims to strengthen coordinated action to increase efficiency and impact on results, to join/sum efforts and establish stable, mutually beneficial, peer relationships with partner countries, considering that these activities were often dealt with/dominated by small, short-term projects with a high degree of dispersion. This fact has not always favoured the promotion of the primary objective of university cooperation for development or the strengthening of higher education and research systems in partner countries that can contribute to their sustainable human development.

The new strategy will allow for reflection on the value of the international cooperation that can be provided by the universities; it will include recommendations for courses of action and make a specific proposal for the precise role universities should undertake as development agents. It has been shown, that universities cannot act alone; therefore, it is necessary to have the cooperation of governments. They must be made aware of the role of higher education and research in development cooperation and of universities as key actors in the process.

Simultaneously, it has been determined that greater recognition should be accompanied by resources and funding, considering that most activities so far have been paid for with in-house resources and donations from the community.

The CUD strategy is prepared by the Cooperation for Development Committee of the ACUP, Vice-Rectors and Directors of the offices and/or centres for cooperation development of the respective public universities. The Committee is coordinated by the executive secretariat of the ACUP.

# Catalonia-Africa University Cooperation

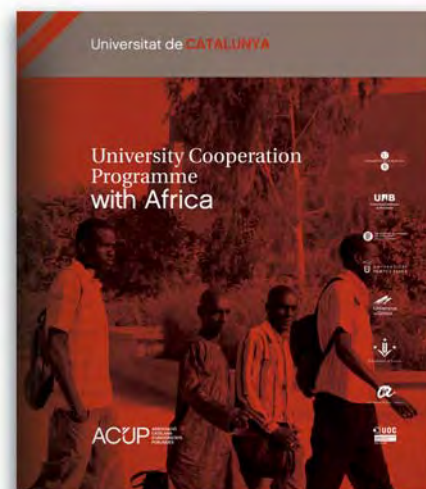
The ACUP promotes a wide-reaching cooperation programme with universities in sub-Saharan Africa. The aim is to establish stable alliances between Catalan universities and those of the African continent in three main areas: education, research and knowledge transfer, with special emphasis on university management.

With the objective of promoting university cooperation for development between African and European universities, the ACUP has actively participated in the project *Access to Success*, led by the European University Association (EUA) and the Association of African Universities (AAU). This project aims to foster the exchange between Europe and Africa and has culminated in the drafting of a *White Paper* on the future of higher education cooperation between Africa and Europe.

In this regard, in 2008, the ACUP initiated a programme of joint cooperation between African and Catalan universities. This programme, one of the first major initiatives of public universities to work together in the field of university cooperation for development, has focused its activities in university management and research.

The programme has two main aspects. The first focuses on a reflection process and collaborative work to improve the institutional capacities of African universities through joint reflection and debate, the exchange of experiences and best practices and training for university directors and managers. This is followed by a second process that focuses on the implementation of several specific projects that respond to the most important identified needs in the area of university management and research, seeking solutions and sustainable practices in African countries.

Strengthening the capacities  
of African universities so  
they can act as generators of  
development in their countries.





## The DIGU Project

One of the first initiatives the ACUP launched to establish the basis for this collaboration was the Institutional Development and University Management Training project (DIGU, from its initials in Catalan). It was an innovative initiative in Spain and was primarily directed towards the training and professional development of university directors and management.

According to the philosophy of the cooperation programme with Africa, the main objective is to help strengthen the capacities of African universities so they can act as catalysts for development in their countries. For their part, Catalan universities seek to use the synergies to promote research projects in emerging areas.

The DIGU project, funded by the *Agència Catalana de Cooperació per al Desenvolupament* of the *Generalitat* and the *Agència Espanyola de Cooperació Internacional i Desenvolupament*, started in 2009 with the participation of five African universities: the University of Antananarivo (Madagascar), the University of Cheikh Anta Diop (Senegal), the Eduardo Mondlane University (Mozambique), National University of Equatorial Guinea (Equatorial Guinea) and the University of Yaoundé I (Cameroon). An Academic Committee formed by Vice-Rectors of Catalan universities has ensured the project's smooth running.

Over the course of a year, three meetings were organised for the reflection and debate on university management with the participation of 15 African university leaders, more than 20 Catalan university managers and about 200 university professionals from African universities.

## African-Spanish Higher Education Management Platform

In order to continue the process of reflection and discussion which began with the DIGU project, a forum has been established to foster exchange and lifelong learning on university management. During the first phase of the *African-Spanish Higher Education Management Platform* the focus will be on research management. The main objective of this will be to provide a forum for dialogue and encourage the creation and exchange of knowledge on research management, customised to the specific situations and needs of African universities. In this sense, there will be an intensive phase of research, a knowledge network will be created, an international meeting will be organised and a virtual platform will be set up. Simultaneously, a greater number of African universities and countries will be engaged.

## Innovation and Entrepreneurship in Africa and Information Research Management

In addition to the process of reflection and debate on university management, the ACUP is working on the implementation of two projects. The first project coordinated by the University of Yaoundé I and the *Universitat Politècnica de Catalunya* seeks ways to foster innovation, entrepreneurship and business creation based on knowledge. This will be achieved through the development of a virtual platform and a practical manual on knowledge transfer from universities to society. It has the support of the *la Caixa* Foundation. The second project, coordinated by the *Universitat Autònoma de Barcelona* and the University Cheikh Anta Diop (Senegal), seeks to improve the management of research information. Three applications based on open-source software are being developed in order to help increase the visibility of research conducted at African universities, improve the processes for managing research projects and facilitate the search for research funding.



# Study on the Contribution of Higher Education Institutions to Regional Development (OECD)

The study on the contribution of Catalan universities to regional development, promoted by the OECD, aims to improve the contribution of higher education centres to the economic, social and cultural progress of their respective territories and contribute in turn to strengthen relationships between universities and economic and social agents.



The *Reviews of Higher Education in Regional and City Development* programme began in Catalonia in 2008 and will culminate in late 2010. During these two years, the regions that have participated have, under the supervision of international experts, reflected upon the contribution of universities to regional development. Among the regions that, like Catalonia, have undergone this exercise are the cities of Berlin and Amsterdam, the regions of Veracruz (Mexico), Victoria (Australia) and Lombardy (Italy), and the Spanish Autonomous Region of Andalusia.

A reflection exercise has been carried out, with the collaboration of international experts, on the contribution of universities to regional development.



The project, which involved the ACUP and other Catalan universities in collaboration with the City of Barcelona, the Barcelona Metropolitan Strategic Plan, the *Generalitat de Catalunya* and the *Fundación Conocimiento y Desarrollo* (CyD) was structured in two phases. The first consisted of a self-evaluation report which analysed the relationship channels between universities and society through the work they carry out in teaching, research and knowledge transfer.

The self-evaluation report of Catalonia was directed by the Catalonia Steering Committee, the members of which are Rectors and Presidents of the Social Councils of universities, representatives of the institutions involved as well as other Catalan institutions, members of business associations and social agents. The document was approved by this committee in early February 2010 and was sent to international experts at the Organisation for Economic Co-operation and Development (OECD) as a starting point for international evaluation.



In early March, a delegation from the OECD visited Catalonia with the mission of carrying out an in-depth analysis of the impact of Catalan universities on Catalonia's development. This immersion was carried out through several meetings with key actors of Catalan society, on site visits to universities and interviews with members of the university community.

The team was composed by three representatives from the OECD, Jaana Puukka, Karen Maguire and Ernesto Flores; experts Susan Christopherson from Cornell University (USA), Ellen Hazelkorn from Dublin Institute of Technology (Ireland), José-Ginés Mora Ruiz from the University of London (UK) and Maria Helena Nazaré from the Universidade de Aveiro (Portugal).

In the second phase of the project, this team worked on the preparation of a report that, based on the current situation, has made several recommendations to improve the contribution of universities to the social, economic and cultural life of Catalonia. The paper is intended to be made public during the last quarter of 2010 and the recommendations and analysis contained therein will also serve as material for the preparation of the study of the impact of the *University of Catalonia* on society.

The project has been coordinated in Catalonia by Josep M. Vilalta (ACUP) and Marti Parellada (CyD Foundation). The drafting of the self-evaluation report of Catalonia has been coordinated by José García-Quevedo.

The project culminates with a final report by the OECD that includes recommendations on how to improve the contribution of the Catalan universities to regional development.





# Impact of the University of Catalonia on Society

The Catalan public universities analyse the impact of university activity on society and economy. It is a pioneering initiative in Catalonia and the rest of Spain that seeks to provide extensive information on the impact of university activity on the society and economy of Catalonia.

This initiative comes from the Catalan public universities and aims to be an exercise in social responsibility and accountability of university activity to society and public representation agencies. The study incorporates the elements that express this contribution, including the two traditional aspects that have characterised the role of universities for centuries: teaching and research (human capital training, research and innovation) and other more recent aspects which refer to the social and cultural transfer from universities to their environment and their importance to the Catalan economy. The study was conducted using data already available. The analysis is supported by more than thirty specific experiences of the Catalan public university system illustrating the diverse activities taking place in universities.

Being the first accountability exercise of this nature, the study highlights the lack of systematic data, of analysis in various fields of university activities (especially with regard to their social and cultural impacts) and of studies that compare data clustering and the level of regional interaction. In this regard, the ACUP, with this first study, aims to continue analysing the contribution of universities to the cultural, social and economic development of Catalonia with specific and more in-depth studies.

The study is a social responsibility and accountability exercise of university activity for society and representative public bodies.





The study is published in two formats. The first, consisting of a complete analysis, is aimed at an academic audience and/or knowledgeable in the Catalan university system. The second format is more informative in nature and will be aimed at the general public (web portal). This format will present the results in a short and understandable form to an audience not specialised in university matters.

The study has an Advisory Board which helped with the orientation and methodology used. The Advisory Board consists of experts in different fields of study. In addition, it has been reviewed by a Committee of Representatives from each ACUP member university.

The study will be publicly presented in February 2011 in Barcelona and aims to include conclusions and recommendations arising from the OECD study in the framework of the *Higher Education in Regional and City Development* programme.

It will be published in two formats: one for an academic audience with knowledge of the Catalan university system, and another aimed at the general public.

# European Drivers for Regional Innovation Platform

The programme *EU-Drivers: European Drivers for a Regional Innovation Platform*, funded by the European Commission, aims to improve cooperation between universities, the private sector and regional governments at a time when universities are called upon to play a central role in the new knowledge and economy society.

The initiative, which began in autumn 2009, is funded by the *Lifelong Learning* programme of the European Commission and has a duration of three years. The nine project partners, coordinated by the ESMU-DEAN organisation, are institutions linked to professional groups, European associations, higher education institutions and regional networks of universities such as the Catalan Association of Public Universities. Specifically, they include the European Society for Engineering Education (SEFI), the Association of Medical Schools in Europe (AMSE), the Business Schools and Companies Network (EFMD) and the network of Heads of University Management and Administration in Europe (HUMANE). Concerning the representation of the higher education sector, in addition to the ACUP, the following universities are also participants: the Danube University Krems-University for Continuing Education (DUK), the Baltic Sea Region University Network (BSRUN) and Aalborg University (AAU).

The goal of the project is to create a working community aimed at promoting regional innovation.

The purpose of the project is to create a working community dedicated to promoting regional innovation. This community will be made up of universities and other stakeholders representing the region and would act as a platform for the publishing of learning materials and the promotion of the exchange of good practices. Ultimately, this task is to complement an informative report which will allow us to reach conclusions and recommendations to the social fabric and that to enable fluid dialogue with the European authorities.

Regarding the outreach work, the initiative provides for the publication of annual reports on outstanding projects that have contributed to regional innovation and the organisation of conferences, workshops and seminars to disseminate these results.

The first of three conferences under this project is to be held in Barcelona in November 2010. Leading academics from European universities, representatives of local governments and key stakeholders in the business world will discuss and explore new strategies for further cooperation between higher education institutions, businesses and government institutions. This cooperation takes on special significance in times of economic crisis, making the contribution of universities in the training of human capital, the creation and transfer of knowledge and in its contribution to economic and social development even more necessary.



### Pilot Plans to Promote the Relationship Between the Three Sectors

The programme includes a series of pilot schemes aimed at university leaders, members of regional governments and representatives of the business world to promote relationships between the three sectors.

Lifelong learning and the need to develop projects involving labour suppliers (bearing in mind the demand of the labour market and defining the attitudes, competencies and skills required for future workers) are among the issues to be explored. Another part of the agenda is the importance of innovation and knowledge transfer as well as all aspects related to strategy, leadership, governance and university funding.

The experiences of the pilot projects will be the basis for the preparation of guidelines and best practices to develop a leadership programme aimed at regional actors.

The contribution of universities to human capital training and the creation and transfer of knowledge takes on special significance in times of economic crisis.



# Institutional Development and Training

Training and professional development on university management is essential, both for the correct functioning of the universities and to increase their innovation. To achieve this, the ACUP is working on two specific initiatives through the Programme of Institutional Development and Training.

The ACUP Programme for institutional development and training seeks to develop actions for the continuous improvement of the universities and for the development of training in the field of university management. It is considered very appropriate that the eight ACUP member universities are able to work together in order to share and analyse information on various matters affecting university administration and management. The generation of joint initiatives within the Association should allow for more working efficiency and generate economies of scale wherever possible. Specifically, the programme emphasises institutional development and training in the analysis of experiences and university systems of other countries. This enables reflection and adaptation, as appropriate, in Catalonia and the whole of Spain.

To be specific, the programme is currently working on two initiatives:

## School of University Management and Research

University management is immersed in a period of change and evolution, as a result of the occurrence of several factors: the adaptation of studies to the European higher education system, new legislation for universities, sustained increase in research activities and knowledge transfer, development of new structures and management mechanisms (consortia, foundations, etc.), internationalisation of universities, new training methodologies, etc. University management, in turn, includes several activities that often require high technical and professional expertise: academic, financial, resource and legal management; university planning and organisation; various services (libraries, facilities and buildings, equipment scientists); human resources;

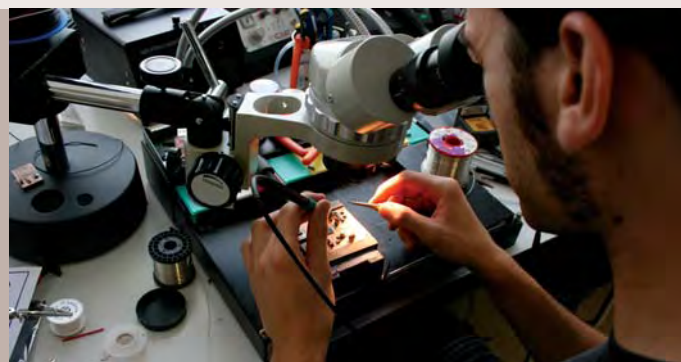
management of R & D and technology transfer; and student services. At the same time, universities have become a large industry; both in the number of users and resources managed as well as associated staff. All in all, it is essential to develop initiatives for the training and professional development of all university management and administration teams, relying on the expertise that the different universities have in this field. In this sense, the experience of other countries and innovative university systems, where inter-university cooperation and public administration are essential factors, should be a benchmark for the development of the School of university management and research.

In this context, a study has been conducted during 2010 analysing the needs of training in research management and innovation in Catalonia, with particular emphasis on universities and research centres. The study is the result of a specific cooperation agreement between the ACUP, the Catalan Association of Research Institutions (ACER) and Talència. The study was coordinated by Lluís Torner, president of the ACER and Josep M. Vilalta, Executive Secretary of the ACUP, and featured a panel of experts consisting of: Oriol Guixà, Francesc Solé Parellada, Lluís Ferrer, Salvador Barbera, Eduard Vallory, Juan Bigorra, Ramon Ollé, Eduard Valentí, Xavier Ferràs, and Judit Coll.



The programme stands out for its orientation towards the analysis of experiences and university systems of other countries which enable reflection and adaptation to the Catalan reality.

- In July 2009, the “Conference on experiences and best practices of other countries in university cooperation for development” was held with the participation of three experts from the DAAD (Germany), Nuffic (Netherlands) and SIU (Norway). The purpose of the conference was to analyse experiences in university cooperation for development in other European countries and to discuss the approximation of Catalan public universities.



### Analysis and Training Seminars

Seminars are periodically organised to further various topics of interest to academia and research. Specifically, three seminars have been organised in the last year:

- In November 2009, the seminar “Universities in a global world. Internationalisation of Catalan public universities” was organised with the aim of analysing a draft version of the Internationalisation Plan of Catalan Public Universities 2010-2015 and the strategies for joint internationalisation. For the occasion, representatives of four international institutions (DAAD, Germany; Neth-ER, representing the Netherlands in Brussels; University of Trento, Italy; and the Association of Universities in the Netherlands, VSNU) were invited to share their experiences in the field of internationalisation of higher education.

- In 2010, the seminar “Governance of universities: models in Europe and for the future in Catalonia and Spain”, analysed patterns of governance models of universities in Europe. Specifically the cases of The Netherlands, Portugal and Finland which have seen significant reform processes over recent years.

# RecerCaixa

The RecerCaixa programme was created to promote scientific research of excellence in Catalonia and to make science and research accessible to the general public, involving them in the progress and impact of science on society.

The RecerCaixa programme was launched jointly by la Caixa and the ACUP and is directed by researcher and former UAB Rector, Lluís Ferrer. Its main objectives are to promote scientific research and awareness and to increase the participation of the general public in the process of scientific knowledge creation. Another of the goals is to help consolidate Catalonia as one of the main centres of scientific knowledge creation and to develop a knowledge-based economy. At the same time, it is considered essential to share the research process with the public in order to achieve real social change.

The RecerCaixa programme began with a call for research proposals to fund the best research projects and research groups working in Catalonia. Of particular value are projects that have a transformative vocation, understood as having potential benefits that will reach the public, provide solutions to social problems, create new scientific knowledge or find answers to fundamental questions.

The programme is coordinated through an agreement between la Caixa and the ACUP for the 2009-2014 period and currently has a budget of €9 million. It also has the support of Talència for the scientific evaluation of projects.

The RecerCaixa programme will focus on outreach activities and the debate about science, as well as the projects financed by the call. The intention is to give a broad perspective on issues of social significance, treating a single subject from different points of view: scientifically, socially and politically.

## Call for Projects 2010

The 2010 RecerCaixa call was published in June 2010, with 461 proposals presented from 80 different institutions. The competition was open to PhD researchers with a stable contract at a university or research centre based in Catalonia. The results will be published in late 2010 and the selected projects will be carried out over the next two years. A total of €1,400,000 will be allocated to fund the projects selected in the RecerCaixa 2010 call, with financial assistance of up to €100,000 per project.

The announcement in 2010 focused on the areas of humanities and social sciences on one hand and health sciences on the other, and specific topics were set for each area of knowledge.

The logo for RecerCaixa features the word 'recer' in a light blue, outlined, sans-serif font, followed by 'Caixa' in a dark grey, solid, serif font.

# recerCaixa



A total of €1,400,000 will be allocated to fund projects selected in the 2010 RecerCaixa call, with financial assistance of up to €100,000 per project.

For social sciences and humanities the topics defined were: cultural heritage, social impact of architecture, education and education systems, digital learning environments, economy and sociology of poverty and marginalisation, the impact of Third Sector entities, immigration and economic policy and public policy with a multidisciplinary perspective.

In the area of health sciences the topics defined were: eating disorders (obesity, bulimia, anorexia), public health, food safety and pain.

The RecerCaixa call for research grants is annual and each year the specific targets of the call will be re-defined. It is intended that the lines of research should be linked to real problems that affect people's lives in accordance with the social nature of the programme.



# The Children's University of Catalonia (udn2.cat)

Universities open their doors to primary school students and their families with the Children's University of Catalonia Programme (udn2.cat), known as the *Universitat dels Nens i les Nenes de Catalunya*. It is an initiative that aims to introduce children to the scientific and academic world, awakening their interest in science, culture and knowledge.

The udn2.cat programme is structured around a series of activities related to university life and tailor-designed for students, and which also seeks to share the experience with parents and family, with a special focus on the most underprivileged social strata. The idea is to arouse the curiosity of both children and parents alike to university life and increase their awareness of the role of science, technology and culture in general.

The programme, promoted by the ACUP in cooperation with the department of Education and the Ministry of Innovation, Universities and Enterprise of the *Generalitat de Catalunya*, Talència and the CatalunyaCaixa Social Outreach programme, is an ambitious step towards making science and the university more accessible and publishing scientific knowledge and the benefits of research in all fields of knowledge.

The udn2.cat website is another tool for strengthening the relationship between universities and schools and between university professors and school teachers. It is intended to be a useful tool in supporting primary education. The website also has an Advisory Board comprised of distinguished professionals and experts from primary and university education and the institutions involved, as well as members of the media and professionals of scientific communication and dissemination.

After several preparatory activities carried out in the spring of 2010, the activity programme starts at public universities in the 2010-2011 academic year. During this time, children can explore the campuses of the eight universities that make up the ACUP, listen and talk to teachers and researchers, attend lectures, carry out experiments in laboratories or participate in technology workshops.

## Involving Families

Activities will be promoted that allow children to share experiences with families in university, science and cultural environments. They will be able to do this through conferences and the launch of an interactive website open to schools, parents and children, which will serve as a platform for information and publication. The udn2.cat website also prepares educational materials to support primary education curricula.

For example, the *Universitat Politècnica de Catalunya* aims to introduce children to science and technology and awaken their research spirit through games. The programme includes a series of workshops on experimental geometric games, mathematical games, games of geology and mineralogy, games that introduce time measurement and also the creation of sundials.

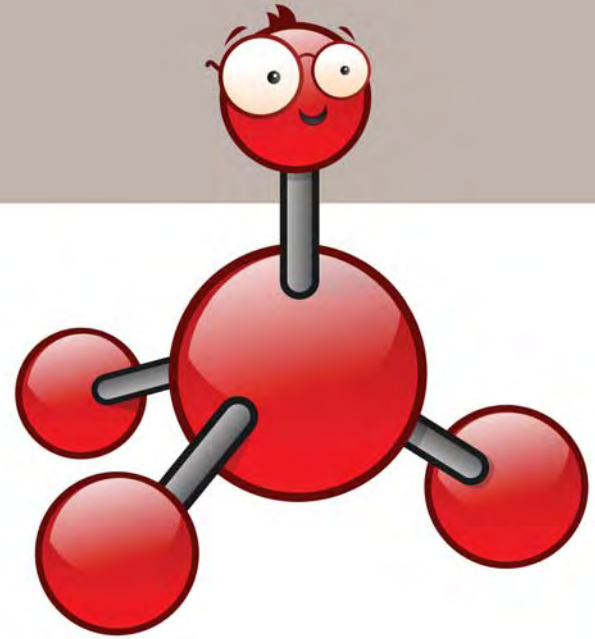




The *Universitat Pompeu Fabra* focuses its activities on organising a workshop on radio broadcasting that contributes to the development of children's audio skills (listening, creativity, communication and expression). The proposal consists of several sub-workshops which focus on, among other subjects, the graphic representation of sound, voice and body sounds, environmental and electronic sounds, and sound recording.

The Children's University programme is being successfully implemented at various European universities. Today, there are over 200 initiatives of this kind, two-thirds of which are organised in German universities, where the idea originated. The growing number of children's universities has led to the promotion of the European Children's Universities Network (EUCUNET). It is a network of institutions that host children's universities and aims to identify various types of projects, disseminate best practices and establish common criteria to evaluate their quality. The ACUP has participated in the EUCUNET since 2009.

During the 2010-2011 academic year, more than 2,000 primary school children throughout Catalonia will participate in activities organised by the eight universities.





# “Science and Society” Conference Cycle

In order to share the public the results of scientific research undertaken by faculty and research staff, the ACUP has, since 2008, promoted a series of lectures which have involved more than twenty prominent researchers from public universities and research centres.



Pedro Alonso, Lluís Torner, Mateo Valero, Josep Antoni Grífols, Teresa Capell, Manel Esteller, Joan Manuel del Pozo, Anna Cabré, Eudald Carbonell and Joan Subirats are some of the participants in this conference cycle. It was organised by the eight public universities in cooperation with Fundació la Caixa and supported by the Commission for Universities and Research of the *Generalitat de Catalunya*.

The speakers presented the findings of their work in a clear and understandable manner, highlighting the social aspects of research progress.

From the origins of the great apes in Hostalets de Pierola to 21st century supercomputing and the particle accelerator, passing through human evolution in the digital age, the relationship between physics and film and democratic disaffection in times of crisis; these talks have engaged in a wide range of topics with a common background: the emphasis on the social interest of scientific research carried out in Catalonia.

All speakers presented the findings of their work in a clear and understandable manner, highlighting the social aspect of research progress and the contribution to explaining and transforming reality. The 39 lectures were held at the CosmoCaixa centre in Barcelona, CaixaForum in Lleida and Tarragona and the Fundació la Caixa in Girona.

To disseminate the contents of the lectures and widen the audience, the ACUP interviewed participating researchers and published articles on each topic being discussed. The list of speakers and the title of their lectures is the following:

**Pedro Alonso**, Centre de Recerca en Salut Internacional de Barcelona (CRESIB), UB: "The challenges of global healthcare."

**Fàtima Bosch**, Centre de Biotecnologia Animal i Teràpia Gènica (CBATEG), UAB: "New tools for the study and treatment of diabetes."

**Teresa Capell**, Departament de Producció Vegetal i Ciència Forestal, UdL: "Plant biotechnology in the improvement of nutrition and environmental sustainability."

**Ciara O'Sullivan**, Nanobiotechnology and Bioanalysis Group, URV: "The history of the genetic code and the promise of nanotechnology."

**Lluís Torner**, Institut de Ciències Fotòniques (ICFO), UPC: "Exploring the limits of light."

**Mateo Valero**, Barcelona Supercomputing Center—Centre Nacional de Supercomputació (BSC—CNS), UPC: "Supercomputing in the 21st century."

**Ricard V. Solé**, Laboratori de Sistemes Complexes, UPF: "Darwin among machines: real life / artificial life."

**Joan Manuel del Pozo**, Departament de Filosofia, UdG: "Humanistic research and social change. Ancient bases of contemporary thought."

**Domènec Espriu**, Institut de Ciències del Cosmos, UB: "The largest scientific instrument ever built: the CERN particle accelerator."

**Salvador Moyà-Solà**, Institut Català de Paleontologia, UAB: "The origins of the great apes: Hostalets de Pierola."

**Anna Cabré**, Centre d'Estudis Demogràfics, UAB: "Perspectives on demographics at the turn of the century."

**Claudi Mans**, Departament d'Enginyeria Química, UB: "The spherical cow: scientific and everyday language."

**Manel Esteller**, IDIBELL—ICO: "Epigenetics and cancer."

**Roderic Guigó**, Centre de Regulació Genòmica, UPF: "The human essence in a chip? From the gene to the computer."

**Adela Ros**, IN3, UOC: "Understanding the world: human evolution in the digital era."

**Eudald Carbonell**, Institut Català de Paleoecologia Humana i Evolució Social (IPHES), URV: "Evolution and design."

**Joan Subirats**, Institut de Govern i Polítiques Públiques (IGOP), UAB: "Is politics just for politicians? Government and democratic disaffection in times of crisis. A political science perspective."

**Josep Antoni Grifols**, Departament de Física, King's College of London: "The Big Bang: the book of *Genesis* re-explained."

**Miquel Oliver**, Network Technologies and Strategies (NeTS), UPF: "Governing the Internet."

**Enric Carreras**, Fundació Josep Carreras contra la Leucèmia, UB: "Hematopoietic stem cell transplantation."

**Mara Dierssen**, Centre de Regulació Genòmica: "The case of the chocoholic rats."

**Manuel Moreno**, Departament de Física i Enginyeria Nuclear, UPC: "From *King Kong* to *Star Wars*: physics and cinema."

The conferences addressed a wide range of topics: from the origins of the great apes in Hostalets de Pierola to 21<sup>st</sup> century supercomputing.







## Collaborating Institutions and Organisations

The Catalan Association of Public Universities would like to publicly thank the support and cooperation it has received from the following institutions and agencies in the various work areas and projects undertaken over the last three years:

Generalitat de Catalunya  
(Ministry of Innovation, Universities and Enterprise, Department of Education, Department of the Vice-President, Department of Governance and Public Administration)

Fundació la Caixa

Obra Social Catalunya Caixa

Banco Santander

Agència Catalana de Cooperació per al Desenvolupament (ACCD)

Agencia Española de Cooperación Internacional para el Desarrollo (AECID)

Talència

European University Association (EUA)

European Commission

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