Merging our capabilities
to multiply excellence.

Strategic Viability and Conversion Plan
for the Campus of International Excellence

EXECUTIVE SUMMARY
The Universitat de Barcelona (UB) and the Universitat Politècnica de Catalunya (UPC), two of the world’s leading universities, are presenting a joint Campus of International Excellence project in the city of Barcelona called the [Barcelona Knowledge Campus (BKC)].

**General objective**

The BKC aims to:

- become actively involved in changing the current economic and productive model through the generation of new activities based on innovation and knowledge;
- attract and stimulate talent through the complete internationalization of the campus;
- develop an integrated campus model committed to the sustainability of its environment with a strong student-centred orientation.

**Combining strengths**

The strategic alliance between the UB and the UPC in forming the BKC of the city of Barcelona is the primary strongpoint of this proposal, which has the support of the Barcelona City Council, the Barcelona Chamber of Commerce, the Spanish National Research Council, the Generalitat de Catalunya and the major international university networks to which the two universities belong.

The UB and the UPC have demonstrated their scientific excellence, their ability to appraise research and innovation and their capacity for meeting the educational and research needs of the productive community. Its involvement in the generation of new economic activities resulting from the city-business-university partnership has made the BKC an engine for change in the economic model.

**Barcelona, city of knowledge**

The campus encompasses an area of 227 hectares and has 515,000 m² of building space, including 16 teaching centres and 90 university departments. Some 42,000 students come to the campus every day, studying in 50 different bachelor’s and first- and second-cycle undergraduate degree programmes adapted to the European Higher Education Area, especially in life sciences, social sciences and technology. BKC also has 6,700 postgraduate students and more than 3,700 teaching and research staff and 2,250 administrative and service personnel.

The city and the two universities have also drawn up an agreement for the urban transformation of the campus. This consists of integrating the city and the university in a model of neighbourhood interaction which improves accessibility and promotes new public spaces. It is a model in which respect for and harmony...
with the environment, in keeping with the principles of sustainability, are compatible with the latest technology and advances in innovation.

Attracting and stimulating talent

The BKC includes 314 research groups, 23 research centres, and two science-technology parks and is the place of origin of no fewer than 47 spin-offs and 192 patents. The BKC also welcomes approximately 3,000 international students each academic year. The BKC’s focus on leading areas of research, its wide range of master’s degree and doctoral programmes and its internationally renowned research centres have made the BKC a magnet for international talent.

Talent without borders

The BKC proposes a comprehensive internationalization programme in education, innovation, management and appraisal so that all university processes share the same transversal vision of international interchange with a core emphasis on the west-east axis, i.e. Asia and South America, without neglecting the countries of Europe and other emerging geographic regions.

The combined campus offers the most recognized Erasmus Mundus master’s degree programmes in all of Europe. There are also more than 19 degree programmes taught entirely in English, positioning the campus among the best in Europe.

The student at the centre of the learning process

The BKC’s strategies in terms of the European Higher Education Area make the student the central figure in the methods and transformations toward a new learning-based model. To this end, a wealth of resources has been made available to facilitate the process of continuous learning and to promote internationalization, with special emphasis on learning through competences and the development of learning skills.

Proposed courses of action

The BKC project presents courses of action in each of the six areas set forth by the Ministry of Education for the purpose of modernizing Spanish universities through teaching and scientific excellence, the internationalization of the university system and involvement of that system in creating a new economic model based on knowledge and advances in innovation.

The key areas and strategic objectives planned for each of the different sections are as follows:

IMPROVING TEACHING ACTIVITIES

- International positioning: strengthening the BKC’s position as an international leader of the highest quality in teaching, especially in master’s
and doctoral programmes.

- **The International Postgraduate and Doctoral School**: the creation of an international postgraduate and doctoral school with a coordination and management structure for the entire campus, with areas of specialization in life sciences, social sciences and technology.

- **Enterprise and innovation**: generating research and educational programmes in enterprise and innovation to promote student skills in these areas and to improve their employability and the transfer of knowledge.

**IMPROVING SCIENTIFIC ACTIVITIES**

- **Grouping and organizing scientific infrastructure and scientific and technical service units**: coordinated organization and administration. For example, creating the ChemBioBank laboratory, improving the large-scale infrastructure for the Maritime Experimentation and Research Channel (CIEM) and expanding and improving the Laboratory Animal Applied Research Platform.

- **Improving technological scientific equipment** and modernizing facilities to promote the research conducted by scientific groups.

- **Recruiting and training researchers and technologists**: making a strong commitment to the international education of academic personnel to foster international post-doctoral exchanges and the reincorporation of researchers with international training.

**CAMPUS EVOLUTION TOWARDS A SOCIALLY INTEGRATED MODEL**

- **Improving accessibility**: the objectives and actions in this area are primarily based on the ONCE Foundation and Grupo Fundosa reports on accessibility and info-accessibility in the scope of the Campus of Excellence project:
  - Guaranteeing universal access to BKC and all of its services
  - Adapting emergency and evacuation systems for people with disabilities
  - Solving the challenge of providing technology management systems that guarantee the safety of all the members of the community
  - Sustainable campus model: being an international leader in sustainable teaching, research on sustainable building practices, managing energy resources and reducing and recycling waste. Furthermore, the BKC aims to minimize its environmental footprint in terms of energy and water consumption by the reduction of urban and laboratory pollutants and waste.
EUROPEAN SPACE FOR HIGHER EDUCATION: ADAPTATION AND IMPLEMENTATION

- **Innovation in teaching:** strengthening actions currently under development through encouraging the active participation of the teaching staff in activities related to educational research.

- **Adapting facilities, classrooms and services** to accommodate the new EHEA teaching-learning methods and to meet the new needs that they bring with them. For example, the complete expansion of the fibre-optic network and WiFi areas, the remodelling of Learning and Research Resource Centres (LRRCs), the creation of spaces for small work groups, and adaptations for 24-hour learning.

- **Student employability:** improving levels of workforce placement of university students both during their studies and after graduation.

- Collaborative programmes with secondary education and professional training centres: consolidating a coordination policy to promote the use of campus infrastructure and services, to recruit the most valued talent, and to assist students in the transition between the different stages of their educational and professional careers.

TRANSFER OF KNOWLEDGE AND TECHNOLOGY TO THE BUSINESS SECTOR

- Creation of the **Technological Innovation Centre (CIT):** consolidating international leadership in the disciplines of scientific and technological R&D that are currently being undertaken at the BKC.

- **Programmes to stimulate innovation** in order to increase the transfer of knowledge from the university to society:
  
  - The **professionalization of research** group innovation management
  
  - The **preparation of doctoral students**, young lecturers and researchers for entry into the labour market by improving knowledge about innovation and the competences that the market demands
  
  - The creation of new **incubation** infrastructure to allow for the development of collaborative projects and increased provision of services. For example, business-university programmes, the International Centre for Business Accommodation, the K2M programme (Knowledge to Market) and the R&D&I Mini-Cluster programme.

- Consolidation and internationalization of research appraisal and improving the results of knowledge transfer.
INTERACTION BETWEEN THE CAMPUS AND ITS LOCAL ENVIRONMENT

- Creation of teaching, cultural, social and sport environments: promoting a BKC model to meet both the needs of the university and those defined as common values by all the members of the university community as they relate to the campus setting: mobility, urban green spaces, social identity, signposting and services, and social and cultural activities.

- Mobility: ensuring real accessibility at BKC and in the surrounding metropolitan and local setting, for example, through the expansion of the bicycle rental project and the creation of pedestrian areas as well as the inclusion of the planned L9 Metro station.

Anticipated impact

One of the objectives of the BKC is to increase its research quality and international recognition through the renovation and acquisition of research infrastructure and the coordination of scientific and technological units in order to make the campus and its services and scientific infrastructure available to the research community and productive sector. This must also take into consideration the needs of the Barcelona Science Park (PCB-UB), which has been active on the campus since 1999.

The BKC aims to create academic environments that stimulate university life, with facilities designed to gain international recognition and the adaptation of existing spaces to meet new societal demands. These include:

- The creation of the International Doctoral and Postgraduate School which will provide a management and co-ordination structure for the entire campus with specialized areas in life sciences, social sciences and technology and which will involve the construction of the new CICRIT Building, conceived as a true nerve centre for the southern zone of the BKC, as well as a building devoted to providing support for doctoral candidates in the technology fields on the north side of campus.

- The construction of the L2 Building in order to create a space for units and services for the BKC community that cover the areas of internationalization, orientation and employment placement, knowledge transfer and appraisal, spin-off incubation and more.

- The construction of a new university hall of residence and the provision of facilities and buildings such as housing, the Students’ Centre, the municipal building for neighbourhood associations, the Civic Square and renovation of other squares.

- The BKC campus aims to become a national and European leader in architecture, urban planning, and construction in Barcelona (AUEB). And this is why the BKC will include the AUEB Building – to keep moving
forward and strengthening academic activities towards a European space of knowledge.

**Budget**

In order to carry out the proposed actions and achieve the desired results, the BKC has drawn up the following budget for the project:

<table>
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<th>Areas</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Total</th>
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<td>a) Improving teaching activities and adaptation to the European Higher Education Area</td>
<td>557.500</td>
<td>4.302.500</td>
<td>7.110.000</td>
<td>2.730.000</td>
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<td>b) Improving teaching activities and transfer of knowledge and technology</td>
<td>75.000</td>
<td>2.353.552</td>
<td>9.306.200</td>
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<td>c) Campus evolution towards a socially integrated model and interaction between the campus and its local environment</td>
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<td>4.337.500</td>
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<td>Total</td>
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<td>24.652.496</td>
<td>22.564.718</td>
<td>59.795.766</td>
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**Conclusion**

In short, the **BKC** proposes a conversion project towards international excellence that represents:

- a magnificent opportunity to strengthen its position as a **driving force in regional development**;

- an integrated model of **commitment to society** and to its environment;

- a firm commitment to innovation and knowledge as key elements in a new economic model adapted to **new global social needs**.