



Ministerio de Educación

Progress Report

**UAB<sup>CEI</sup>: APUESTA POR EL CONOCIMIENTO Y LA  
INNOVACIÓN**

Campus of International Excellence 2009-2010







# Progress Report

## **“UAB<sup>CEI</sup>: APUESTA POR EL CONOCIMIENTO Y LA INNOVACIÓN”**

**2009-10**

### Project Data:

Type of CEI:      Global ☒      Regional ☐

Acronym: **UAB<sup>CEI</sup>**

Coordinator: **Universitat Autònoma de Barcelona**

**Other entities attached to the UAB<sup>CEI</sup>:** Gobierno de la Generalitat de Catalunya - CREA Centre de Recerca Ecològica i Aplicacions Forestals - ICTA Institut de Ciència i Tecnologia Ambientals - ETC-LUSI European Topic Center on Land Use and Spatial Information - CED Centre d'Estudis Demogràfics - CEO Centre d'Estudis Olímpics IAE Institut d'Anàlisi Econòmica (CSIC) - ICPS Institut de Ciències Polítiques i Socials - IERMB Institut d'Estudis Regionals i Metropolitans de Barcelona - IGOP Institut de Govern i Polítiques Públiques - IUEE Institut Universitari d'Estudis Europeus - CBATEG Centre de Biotecnologia Animal i Teràpia Gènica - CRAG Centre de Recerca Agrigenòmica - IBB Institut de Biotecnologia i Biomedicina - INc Institut de Neurociències - LP CSIC-UAB Laboratori de Proteòmica CSIC-UAB - BST Banc de Sang i Teixits - Fundació Doctor Robert - Institut Barraquer - Institut Guttmann - ICCC Institut Català de Ciències Cardiovasculars - ICF Institut Català de Farmacologia - IDIAP Jordi Gol Institut d'Investigació en Atenció Primària “Jordi Gol” - IICS GTP Institut d'Investigació en Ciències de la Salut Germans Trias i Pujol - IMPPC Institut de Medicina Predictiva i Personalitzada del Cancer - IQUASC-FAD Fundació Avedis Donabedian - IRHSCSP Institut de Recerca Hospital Santa Creu i Sant Pau - IRHUVH Institut de Recerca Hospital Universitari. Vall d'Hebron - IUFP Institut Universitari Parc Taulí - CReSA Centre de Recerca en Sanitat Animal – CELLS Consorcio para la Construcción, Equipamiento y

Explotación del Laboratorio de Luz de Sincrotrón - IMB-CNM Centre Nacional de Microelectrònica (CSIC) - CRM Centre de Recerca Matemàtica - CVC Centre de Visió per Computador - ICMAB Institut de Ciència de Materials de Barcelona (CSIC) - ICN Institut Català de Nanotecnologia - ICE-CSIC (IEEC) Institut de Ciències de l'Espai ,Institut d'Estudis Espacials de Catalunya - IFAE Institut de Física d'Altes Energies - IIIA Institut d'Investigació en Intel·ligència Artificial (CSIC) - MATGAS Materials and Gases - PIC Port d'Informació Científica - IEA Institut d'Anàlisi Econòmic (CSIC) - CIN2 Centro de Investigación en Nanociencia y Nanotecnología - Institut Català de l'Envel·liment - Fundació Puigvert - PTV Parque Tecnológico del Vallès - CREAPOLIS - ESADE - Activerly Biotech – AITECH – AB.Biotics – Davantis - DLM Solutions SL - D+T Microelectrònica, A.I.E. – Ecomunicat Electronics - Hexascreen Culture Technologies – Inspecta –X.Ray Imatek – Ascamm - Topping Partnership - Esteve Laboratoris Esteve - . Univet S.L. - Fit Sport Consulting S.L - Reprogenetics Spain S.A.- Spora

Sinergies - ICAR VISION – Applus - CSIC Consejo Superior de Investigaciones Científicas - IRTA Institut de Recerca i Tecnologia Agroalimentàries (Generalitat) - Ayuntamiento de Barcelona - Ayuntamiento de Cerdanyola del Vallès - Ayuntamiento de Rubí - Ayuntamiento de Sabadell - Ayuntamiento de Badalona - Ayuntamiento de Sant Cugat del Vallès - Ayuntamiento de Terrassa - Ayuntamiento de Ripollet - Ayuntamiento de Badia

**Progress Report:**                      1º (2011) X    2º (2012) ☐    3º (2013) ☐    4º (2014) ☐

**Period:**                      2009-2010

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## Introduction

In a context of high international competition, the UAB has the determination to be among the best universities in the world. This conviction is transmitted to the philosophy of the project for the future of the UAB and matches the University Strategy 2015 initiative, in which the knowledge economy will be the future of advanced societies. Universities and rich environments in R&D&I that constitute the so-called Ecosystem of Innovation, will be the core elements of future production models. The improvement of the universities is, therefore, a key objective. To achieve this, the UAB is experiencing relevant changes in the functioning of the institution, actions which are innovative and pioneers among Spanish universities.

Some of these actions are already producing results; others are under implementation or in a project form. In any case, the CEI program is being a catalyst for the transformation of the campus, a great opportunity to make changes easier to assimilate by the university community. The CEI label not only means to obtain financial funding to implement strategic objectives, but also recognition and support for the innovative actions undertaken by the UAB in teaching, research and its relationship with the territory.

The CEI program is a great opportunity to increase the integration of the R+D+I of the UAB, and it is also an opportunity to design and implement the actions necessary to advance the articulation of an area of excellence in R+D+I leader in Spain. But UAB has another, much more ambitious and long term, objective: to promote leadership and boost integration, not only of all the R+D+I, but the productive and social and cultural environment, in order to structure the creation of the Knowledge Cluster UAB-30 in the axis of the B-30, which will become the largest in the Mediterranean.

## El proyecto UAB<sup>CEI</sup>

From the beginning in 2009, the project UAB<sup>CEI</sup> has become a strategic plan to address three major challenges of the institution for the coming years:

- Improving teaching through EEES adaptation (design of spaces and an innovative teaching model with the best programs to attract the best students)
- boost the international profile of the university (building bridges with other institutions of excellence and create the best environment to attract the best researchers)
- interact more closely with the local environment (integrating institutions added creating a true “ecosystem of knowledge”, and consolidating its role as economic and cultural driving force of the territory).

The activities in these three areas obviously have much in common with a synergistic effect, and any improvement in each of them has a positive effect on the other two.



## UAB<sup>CEI</sup>: excellence in teaching and research

The process of adaptation to the EHEA represents the conductor axis to implement measures that improve the quality of teaching and training programs in the UAB, which is a process that began with a pilot plan for 2004-2005. Teacher training in the EHEA methodologies, adaptation of classrooms, laboratories and spaces for group work and tutorials are actions that have been developed in the project UAB<sup>CEI</sup>. In this adaptation, the use of ICT as a facilitator of the teaching, has been extended with the addition of open-source platform for cooperative work, content of text and multimedia service, academic wikis, blogs and web hosting , etc.

Important initiatives are being developed in teaching, as a system of "laboratory assistants" with scholarships, to help the task of teaching in workshops and laboratories, and the conversion of teaching assistants and fellowships into PhD internships. In this context, the use of English as a teaching language is promoted by free courses for the teachers.

Beyond the formative stage, there is a concern about the employability of graduates and doctors. There are agreements with institutions to conduct specific training actions for the enterprises. Within the framework of the Alliance of the 4 Universities, there is the project of a course for doctors, to increase their employability.

The development of "employability portal UAB" during 2010 has been a major challenge, and that will affect the ability to practice or be employed in companies and institutions, with special advantages for those of UAB<sup>CEI</sup>.

The university has its own program of scholarships for training of researchers (70% of international applications), in the framework of implementation of the outlines of the new academic career in the UAB. Currently, it being implemented a new management of scientific and technical services, and it is being buying or renovating some of the equipment and building new spaces R+D+I,



El campus de la UAB (arriba), al lado del Eje de la B-30. La incubadora de empresas Eureka (izquierda), y la remodelación de la Facultad de C. Sociales, (derecha), dos actuaciones que simbolizan la apuesta del UAB<sup>CEI</sup>

intended to house research centers and business incubators that are part of the great UAB<sup>CEI</sup> aggregation.

## **UAB<sup>CEI</sup>: internacionalization**

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Internationalization is a key objective for UAB: to attract and train talented students and researchers to join a global environment. There is a strong commitment for the international masters, increasing those which are taught in English. The UAB has boost an international pre-doctoral fellowships and another of postdoctoral, in which can only participate those who have doctorate in other universities. Thanks to this policy as staff recruitment, UAB has a remarkable number of research trainees and investigators from other countries, that have come through this and other calls.

In 2009 an office was opened at UAB in Seoul (Korea), in addition to one in Shanghai (China), strengthening the role of the UAB as leaders in the relationship with Asia. In this line, in 2010 together with the universities of the A4U Alliance opened an office in Brussels, OPERA (Office for the Promotion of European Research Activities). Also, there are new partnerships with universities in India, and exploratory trips to Brazil, which will play an important role in mobility and new research projects. The result of this effort in a worldwide projection is being viewed as cooperation projects, mobility of students and researchers, joint degrees, etc.

## **UAB<sup>CEI</sup>: territory**

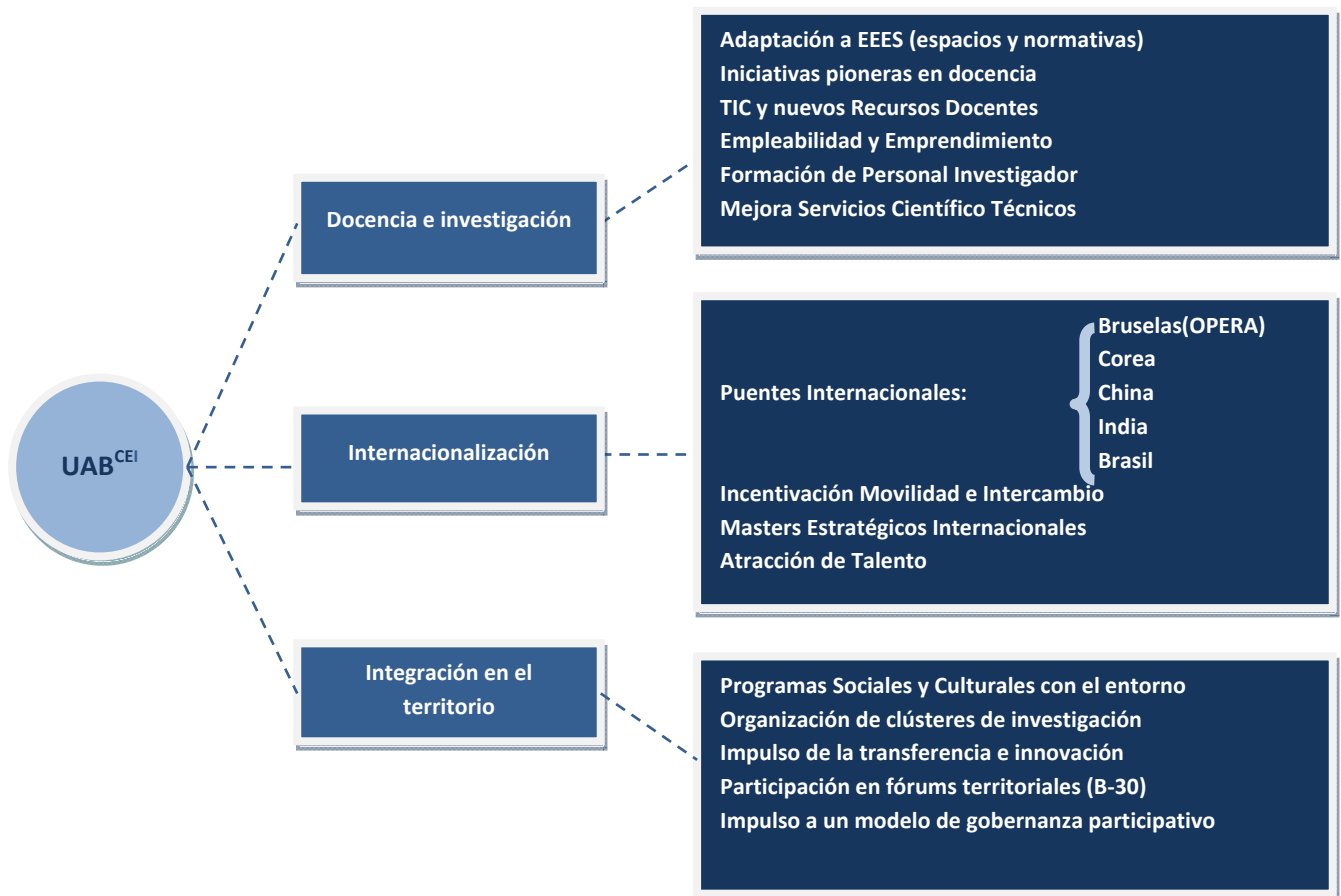
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UAB collaborates with leading municipalities of the B-30 axis, to constitute a project focused on revitalizing the local economy and creating jobs. In this effort also is working very hard the Parc de Recerca UAB (PRUAB), through various initiatives with the aim of bringing applied research in business and show the wide range of industrial applications to be developed through research resources universities and research centers in the UAB.

The UAB<sup>CEI</sup> has created the conditions to propose a new structure for collaborative work in the form of thematic clusters. This is a strategy to cope with various challenges that society demands. On them, there are participating departments and research groups, centers, technology parks, municipalities, and other local agents, etc. In this context, and to facilitate the interaction of the researcher from other UAB<sup>CEI</sup> institutions with the tasks of the university, the UAB has created a regulatory framework, with the figure of “attached researcher”.

In the field of social and cultural transfer, there are also actions that bring the campus to society by creating a mutually beneficial and thus make progress towards building the knowledge cluster UAB-30.





***Actions 2009-2010***

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<b>Field</b>	TEACHING IMPROVEMENT, IMPLEMENTATION EHEA
<b>Action</b>	Action 1: Establish a total amount of 400 grants to encourage the attendance to English Courses for teachers.
<b>Objectives</b>	To encourage the teaching strategies towards ECTS, internationalization and improve teaching overall quality. increase the use of English to facilitate access of European students to the Masters and Ph.D. from UAB.
<b>Progress towards objectives</b>	
<b>Description of the work and role of participants</b> Two pilot editions of the course <i>English for Teaching Purposes</i> have been scheduled during the 2010. This course (75 hours) is free, and it is aimed at teachers who will teach in English (15 people per course). In addition, other courses related to communication skills in English and comprehensive support tools for preparing presentations are planned.	
<b>Most relevant results</b>  - 2 editions, July and September.  Other relevant actions: <ul style="list-style-type: none"> <li>• Conference Presentations Course.</li> <li>• Scientific Writing Course.</li> <li>• English for future ERASMUS (including PDI and PAS).</li> <li>• Edit and Present: integrated set of resources for oral and written presentation of scientific content (in preparation, will be effective from 2011).</li> </ul>	
<b>Explanation of the use of human, material and financial resources</b>  Direct resources involved in this action are the amount due to the Course English for Teaching Purposes (430 € x 30 people) = 12,900€	
<b>Significant deviations in the progress towards the objectives</b>  There is a delay on the programming, with respect to the schedule of the pilot courses. As consequence, there is smaller availability of places than expected.	
<b>Proposed corrective actions</b>  Once the pilot courses are done, it is expected to increase the number of participants.	

<b>Field</b>	IMPLEMENTATION EHEA
<b>Action</b>	Action 2: Strengthen the fellowship program for research training (PIF) and disseminate it internationally.
<b>Objectives</b>	Encourage the research activity in priority areas for the institution to attract the best students worldwide, offering an attractive scholarship scheme.
<b>Progress towards objectives</b>	
significant progress towards the objectives, resulting in a relevant international dissemination of the call.	
<b>Description of the work and role of participants</b>	
The university holds a PIF scholarship offer in the context of implementation of the new academic career at UAB. The research can be developed within a university department and centres involved in the project UAB <sup>CEI</sup> (OPIS, companies, etc.). The students must be enrolled in doctoral or official master's degrees of the UAB to carry out the thesis. Fellowships are for four years and have been widely disseminated in the UAB <sup>CEI</sup> institutions and internationally.	
<b>Most relevant results</b>	
There is an increasing international involvement in the research staff training. The 2009/10 academic year 90 scholarships were awarded (76% of applicants were international). The 2010/11 academic year 80 scholarships were awarded (74% of applicants are international).	
<b>Explanation of the use of human, material and financial resources</b>	
2009/10: € 1,285,714	
2010/11: € 1,142,857	
<b>Significant deviations in the progress towards the objectives</b>	
There are no significant deviations.	
<b>Proposed corrective actions</b>	

<b>Field</b>	TEACHING IMPROVEMENT, SCIENTIFIC IMPROVEMENT, MODEL SOCIAL CAMPUS, IMPLEMENTATION EHEA•
<b>Action</b>	Action 3: To promote job placement opportunities and Treball Campus Service between the entities involved in the project UAB <sup>CIS</sup> .
<b>Objectives</b>	To facilitate the use of the Service "Treball Campus".
<b>Progress towards objectives</b>	
It has started the process of providing Treball Campus Service with appropriate tools for managing, and consequently facilitating its use by entities added to the aggregation UAB <sup>CEI</sup> .	
<b>Description of the work and role of participants</b>	
<p>Treball Campus Services interacts with research centres and institutes located in the vicinity of the UAB and the Parc de Recerca UAB (PRUAB) for the provision of human resources vacancies that occur in these centres.</p> <p>Treball Campus offers its services to all companies in the PRUAB relating to the provision of high profile human resources. This relationship with companies adds value to what already per se, offers PRUAB, causing other existing companies or start-ups consider the services of the PRUAB together with Treball Campus, as an important reason to settle in the UAB.</p> <p>In 2010, Treball Campus has initiated the design and implementation of an <i>online</i> software application to manage <i>the curricula vitae</i> of students, job offers and offers of internships in companies, also offering the performance of the selection of the best <i>curriculum vitae</i>. All this, with the aim of providing students and graduates of the UAB, institutes and research centres and companies in the PRUAB a high quality service, tailored to current technology and easy to access and use. This application, entitled <i>Nexus</i>, is part of a new web portal, with content of career assessment and links to useful online resources for students and graduates of the UAB, to have the information and resources in its access to work.</p>	
<b>Most relevant results</b>	
Computer Application Development NEXUS.	
<b>Explanation of the use of human, material and financial resources</b>	
Development <b>Nexus</b> : 38,779.52€	
<b>deviations in the progress towards the objectives</b>	
None.	
<b>Proposed corrective actions</b>	

<b>Field</b>	TEACHING IMPROVEMENT
<b>Action</b>	Action 4: Establish agreements with publishers that own the databases and library collections, to allow access to information at the centres of the UAB <sup>CEI</sup> .
<b>Objectives</b>	Access to information managed by the UAB Library Service to entities aggregated to the UAB <sup>CEI</sup>
<b>Progress towards objectives</b>	
Started.	
<b>Description of the work and role of participants</b>	
<p>The regulatory framework in order to perform this action has been developed. For those researchers from centres which are part of UAB<sup>CEI</sup>, there is the figure of <i>Linked Researcher</i> that can access databases and bibliographic resources. In this sense, it has been already launched a first action with the centres from the Hospital Ring, including subscription to new publications and library collections.</p>	
<b>Most significant results</b>	
<p>Document: Change of Title VI of the Rules of Faculty with respect to collaborators in teaching and research. Approved at the Consell de Govern of January 26, 2011.</p>	
<b>Explanation of the use of human, material and financial resources</b>	
<p>New subscriptions and access to library collections represent a cost of 80,000 €.</p>	
<b>Significant deviations in the progress towards the objectives</b>	
No	
<b>Proposed corrective actions</b>	

<b>Field</b>	TEACHING IMPROVEMENT
<b>Action</b>	Action 5: To impulse the transfer of knowledge through initiatives for teachers to publish their courses on Open Source Digital Platforms.
<b>Objectives</b>	To share information and knowledge to achieve the integration of the centres involved in the project UAB <sup>CEI</sup> .
<b>Progress towards objectives</b>	
Good progress in the development and promotion of collaborative tools and publication.	
<b>Description of the work and role of participants</b>	
The use of Virtual Campus is promoted and complemented with the development of open platform Virtual Campus Moodle. In recent years there have designed several services based on open platforms and an institutional service for hosting blogs, videos, websites and academic wikis.	
<b>Most significant results</b>	
Virtual Campus of UAB: consolidated, 2642 teachers, (77%) and more than 32.700 students are users, with 2.800 subjects, (61% of the total subjects), and 439 are from the new degrees implanted during the 09/10 course).	
Campus Virtual Moodle : ongoing since 2009, based on the Moodle open source platform, complements the Campus Virtual . A total of 160 subjects have used this tool.	
There are currently more than 680 blogs on various subjects created by the university community.	
There are 122 wikis with academic content.	
The UAB web hosting service started in May 2009 and has already reached the figure of 239 sites (UAB services, research groups, conferences or congresses, and personal pages=.	
The OpenCourseWare of the UAB is a web space which contains teaching materials created by teachers for higher education and aims to provide free, easy and consistent materials and create a flexible movement based on a networking model	
UABtube videos allow the publication of videos with academic, dissemination and common interest content in the entire university community.	
The Open Journal System is a system for managing, editing and publication of electronic journals and newspapers online documents.	
The Polimedia is a system for multimedia content creation to support the in-classroom teaching	
<b>Explanation of the use of human, material and financial resources</b>	
<b>Significant deviations in the progress towards the objectives</b>	
None.	



<b>Field</b>	IMPLEMENTATION EHEA
<b>Action</b>	<b>Action 6:</b> To create an environment for knowledge management in science and technology, to share knowledge related to teaching and research work. This is a collaborative work space, in person or virtual, with advanced multimedia rooms, open to all organization linked to the UAB <sup>CEI</sup> .
<b>Objectives</b>	To Develop a Knowledge Management Centre.
<b>Progress towards objectives</b>	
<b>Description of the work and role of participants</b>  <p>The process to develop a management centre for knowledge sharing work-related teaching, research and transfer is started. The responsible of the project, the director of the Department of Architecture and the Director of Library Services, visited several institutions to determine the most suitable model and prepare the technical project, which was subsequently submitted for funding through the program INNOCAMPUS (2010). It was contracted the architectural firm Espinet-Ubach for the preparation of a pre-project. However, the denial of funding in the call INNOCAMPUS 2010 has stopped a part of the project (that related to the purchase and adaptation of the building), although there are some advances in parallel with the purchase of tools for knowledge management (databases, technology vigilance, bibliometrics managers) which constitute a fundamental system for researchers and for managers.</p>	
<b>Most significant results</b> <p>Project and design for the creation of the Centre Manager of Knowledge.  Other significant results:  There have been purchased databases of market studies (Frost &amp; Sullivan), Bibliometric (SCOPUS, incite), management of knowledge transference (INTEUM).</p>	
<b>Explanation of the use of human resources, material and financial</b> <p>Knowledge Management Centre Project: 60,000 €  InCites: 35.000€ Incite: 35,000 €</p>	
<b>Significant deviations in the progress towards the objectives</b> <p>It has been not executed the purchase and adaptation of building to contain <b>the management centre</b></p>	
<b>Proposed corrective actions</b> <p>It is on discussion to adapt the former proposal in order to be applied again it in subsequent calls</p>	

<b>Field</b>	TEACHING IMPROVEMENT
<b>Action</b>	<b>Action 7:</b> To establish agreements with entities attached to the project to promote new initiatives in entrepreneurship among students.
<b>Objectives</b>	enhance the innovative capability and entrepreneurial of students and researchers.
<b>Progress towards objectives</b>	
There are actions at a policy level as well as training and advice programs, making adequate progress.	
<b>Description of the work and role of participants</b>	
The UAB offers educational resources in collaboration with other organizations specialized in entrepreneurship. In this context, the development of a new regulatory framework related to the creation of spin-off facilitates the creation of new businesses.	
<b>Most significant results</b>	
<p>The year 2008/09 has been created "Catedra Bancaja Jovenes Emprenedores-UAB" (with Bancaja Foundation), which organized a series of conferences dedicated to promote entrepreneurship among students (JMVeciana Cycle, Cycle Entrepreneur Tuesday's).</p> <p>In conjunction with the UAB<sup>CEI</sup> project entities have undertaken initiatives related to entrepreneurship and innovation:</p> <p>In PRUAB(Parc de Recerca UAB)</p> <ul style="list-style-type: none"> <li>• "Parlant amb els Angels" <i>Albert Colomer. BANC Network Director (Business Angel Network of Catalonia)</i></li> <li>• <i>Founder &amp; Business Angel SeedRocket</i></li> <li>• <i>Director for Innovation and Marketing PRUAB</i></li> <li>• <i>Founder and CEO INBENTA</i></li> <li>• <i>Investment Conference in technology-based companies..</i></li> <li>• <i>Associate Director bcnHighgrowth</i></li> </ul> <p><i>Knowledge Transfer Seminar</i></p> <p><i>Seminar series: Doctors in the company.</i></p> <ul style="list-style-type: none"> <li>○ Seminar I: The process of generating new projects</li> <li>○ Seminar II: Innovation and science</li> <li>○ Seminar III: The talent and skills</li> <li>○ Seminar IV: Valuation of ideas and results of R&amp;D.</li> <li>○ Day of networking with companies: <ul style="list-style-type: none"> <li>▪ <i>Networking, Dr. Ricard Jiménez (ASCAMM Technology Centre) and Susan Garelik. Materials Science Institute of Barcelona ICMA-B-CSIC</i></li> </ul> </li> <li>○ Cases of entrepreneurship: <ul style="list-style-type: none"> <li>▪ <i>Dr. Jaume Mir (ARQUEBIO)</i></li> <li>▪ <i>Dr. Toni Laserna (DLM Solutions)</i></li> <li>▪ <i>Manel da Silva (President).</i></li> </ul> </li> </ul> <p>Adopting a new regulatory framework: regulation of company creation and technology-based spin-off of the UAB (Governing Council agreement, October 7, 2009).</p>	
<b>Explanation of the use of human resources, material and financial</b>	
<b>Significant deviations in the progress towards the objectives</b>	
<b>Proposed corrective actions</b>	

<b>Field</b>	TEACHING IMPROVEMENT
<b>Action</b>	<b>Action 8:</b> To improve the facilities of the Faculty of Education.
<b>Objectives</b>	improve the classrooms of the Faculty of Education.
<b>Progress towards objectives</b>	
It has been executed a part of the adaptation of buildings	
<b>Description of the work and role of participants</b>	
Improving the teaching spaces of buildings G5 and G6 of the Faculty of Education.	
<b>Most significant results</b>	
Improving of the equipment (furniture and audio-visual), electrical installations and wiring.	
<b>Explanation of the use of human resources, material and financial</b>	
Works performed: € 237,787	
<b>Significant deviations in the progress towards the objectives</b>	
No	
<b>Proposed corrective actions</b>	

<b>Field</b>	IMPROVING TEACHING, SOCIAL TRANSF.CAMPUS, IMPLEMENTATION EHEA
<b>Action</b>	<b>Action 9:</b> Works to improve spaces for teaching and creative activity that encourage interdisciplinary relationship. Improvements of safety, health, accessibility, space management, agroforestry and sustainable energy in buildings, in the faculties and teaching units of the Faculty of Medicine.
<b>Objectives</b>	To adapt the teaching to the new EHEA framework.
<b>Progress towards objectives</b> Correct.	
<b>Description of the work and role of participants</b> There have been built, enlarged or improved spaces related to adaptation to the EHEA.	
<b>Most significant results</b> Faculty: Veterinary. Redesign of classrooms, teaching areas and laboratories. Faculty of Education Science Buildings G5-. Redesign and new spaces and services. - Faculty of Science and Bioscience: Enlargement of the Spine C3 and C5 and classrooms and laboratories. Unit of Mar (Hospital del Mar). Redesign of teaching spaces.  Also there have been done minor works (improvement, restoration, adaptation of equipment in all buildings, but especially those of Social Sciences and Humanities) and the Sports Service.	
<b>Explanation of the use of human resources, material and financial</b> New Works EHEA adaptation Replacement and improvement <b>TOTAL € 8,101,719.16</b>	
<b>Significant deviations in the progress towards the objectives</b> No	
<b>Proposed corrective actions</b>	

<b>Field</b>	SCIENTIFIC IMPROVEMENT
<b>Action</b>	<b>Action 11:</b> Co-financing of a training program for foreign doctors who have completed and finished their doctoral work within the first four years, in order to encourage completion of doctorate
<b>Objectives</b>	encourage doctorate completion in 4 years
<b>Progress towards objectives</b>	
This action is not started	
<b>Description of the work and role of participants</b>	
<b>Most significant results</b>	
<b>Explanation of the use of human resources, material and financial</b>	
<b>Significant deviations in the progress towards the objectives</b>	
<b>Proposed corrective actions</b>	

<b>Field</b>	SCIENTIFIC IMPROVEMENT
<b>Action</b>	<b>Action 12:</b> Establish management systems that allow full integration of the UAB and affiliated entities to the project UAB <sup>CEI</sup> and affiliated research staff.
<b>Objectives</b>	reate mechanisms to facilitate the integration of UAB <sup>CEI</sup> entities.
<b>Progress towards objectives</b>	
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<b>Description of the work and role of participants</b>	
<ul style="list-style-type: none"> <li>It has been created (October 2010) Office of Innovation and Attached Centres Relationships. One of the tasks of this office is the updating of the agreements signed between the UAB and related bodies. It also conducts the census of researchers transferred between institutions and to get the data of the scientific and research capacity of such institutions.</li> </ul> <p>There is a new Regulatory Framework for Teaching, to include teaching and research partners, including the figure of the "teacher and researcher attached" to the UAB, providing a framework for interaction and participation of the CEI entities to the UAB usual tasks. This regulation extends the "Framework for collaboration between the UAB and research institutions with legal entity of the UAB Sphere" (Agreement Governing Council of 19 December 2007)</p> <ul style="list-style-type: none"> <li>Definition of <i>clusters</i>. There is a process of changing the internal organizational structure, to promote the interaction between research groups and institutions of the CEI, which should evolve towards the consolidation of clusters. For the moment there are three clusters, although it is lacking their final definition: cluster of nanotechnology, biomedical and biotechnology cluster and aerospace cluster. This cluster policy is aligned with the strategic actions of the National R+D+i and the European Strategy "Europe 2020", and it is designed to strengthen those sectors with a capacity (based on impact analysis of publications and citations) and opportunity (environmental characteristics, segmentation of the business and complementarity with the strategic objectives of the national R &amp; D and of the Framework Programme of EC) to obtain the proposed objectives.</li> </ul> <p>The first Forum of Biomedicine was held in October 21, 2010. It was designed to promote integration and networking of institutions in this field of the UAB<sup>CEI</sup>, and in fact it triggered the cluster formation process in biomedicine and biotechnology, one of the priorities of the UAB<sup>CEI</sup>.</p>	
<b>Most significant results</b>	
<p>Creation of the Office of Innovation and Attached Centres Relationships.</p> <p>Regulation for Attached Researchers (Agreement Governing Council Reference 8 / 2011 and dated January 26).</p> <p>1st Forum of Biomedicine.</p>	
<b>Explanation of the use of human resources, material and financial</b>	
Expenditure Organization Forum Biomedicine: 2,413 €	
<b>Significant deviations in the progress towards the goal</b>	
No.	
<b>Proposed Corrective Actions</b>	

<b>Field</b>	SCIENTIFIC IMPROVEMENT
<b>Action</b>	<b>Action 13:</b> To establish a package of measures that makes the UAB an attractive environment for researchers from other institutions. Likewise, to establish incentive systems to promote the strengthening of research activity.
<b>Objectives</b>	Attracting talent.
<b>Progress towards objectives</b>	
<b>Description of the work and role of participants</b> There is a special funding to support the incorporation of new researchers with a high profile. A new regulatory framework to encourage research activity in departments is currently in process. There are specific agreements with other international institutions to attract researchers.	
<b>Most significant results</b> There have been funded research grants to 6 ICREA ( <i>Catalan Institute for Advanced Studies Recerca</i> ) and 1 Ramón y Cajal Program. Intensifying research: the legislation approval is in process, to implement a reduction in the amount of teaching to high profile researchers (this applies to a maximum of 10% of research staff from one department) On the other hand, the agreements with institutions of Asia for joint projects and exchange of researchers are being especially promoted: A project of joint research institute of environment between the UAB and the Hankuk University. Create a Business Incubator Centre with the University of Pyongtaek Signing a framework agreement with the <b>Hankuk University of Foreign Studies</b> in Seoul in the area of <b>pharmacology</b> . Signing of a framework agreement with <b>Daegu Gyeongbuk Institute of Science and Technology</b> (DGIST) to collaborate in the areas of <b>biosciences and neurosciences</b> Signing of a framework agreement for the creation of the <b>International Association of Medical Research from:</b> UAB, Daegu Gyeongbuk Free Economic Zone Authority (DGFEZA), Catholic University of Daegu, Daegu Gyeongbuk Institute of Science and Technology (DGIST) Haany Daegu University, Keimyung University, Kyungpook National University, POSTECH i Yeungnam University. The aim of the Association is the cooperation in the fields of <b>bioscience, biomedicine and nanoscience</b> .	
<b>Explanation of the use of human resources, material and financial</b>	
<b>Significant deviations in the progress towards the objectives</b>	
<b>Proposed corrective actions</b>	

<b>Field</b>	SCIENTIFIC IMPROVEMENT
<b>Action</b>	<b>Action 14:</b> To build the Biocampus Research Module (Phase IIB and Phase III).
<b>Objectives</b>	To improve the research equipment on campus.
<b>Progress towards objectives</b> Correct, although delayed according to the project.	
<b>Description of the work and role of participants</b> It has been built a part of the building, and it only remains to finish some of the top floor.	
<b>Most significant results</b> <p>Construction of the Biomedical Research Module (BRM), Phase II is completed. It is a building R&amp;D+I in the fields of biomedicine and biotechnology. it is being completing Phase III.</p> <p>The Institute of Biotechnology and Biomedicine (IBB), a centre of the UAB, has already installed in the building. Its primary mission is to conduct and promote multidisciplinary research, both basic and applied in the fields of biotechnology and biomedicine. The Institute also participates directly in the training of research staff, welcoming both graduate students and undergraduate interns.</p>	
<b>Explanation of the use of human resources, material and financial</b> <p>Phase II: 1,100,000 €</p>	
<b>Significant deviations in the progress towards the objectives</b> <p>6 months of delay in completion of construction of the building. Is by the end of phase III.</p>	
<b>Proposed corrective actions</b>	



<b>Field</b>	SCIENTIFIC IMPROVEMENT
<b>Action</b>	<b>Action 15</b> Establish agreements for the use, on favourable terms, the scientific and technical services on campus and ICTS services for the UAB <sup>CIS</sup> partners.
<b>Objectives</b>	To facilitate the use of these services to all members of the UAB <sup>CEI</sup>
<b>Progress towards objectives</b> It is progressing properly.	
<b>Description of the work and role of participants</b> It has been initiated a process of coordination and centralization of services available on campus for UAB <sup>CEI</sup> entities and external users. In this context, organizational changes were made to have the necessary staff.	
<b>Most significant results</b> The creation of a Unit for the Management of Scientific and Technical Services and the incorporation of the head of the Unit. Research Commission Agreement, April 20, 2010: <i>Economic System of the Scientific and Technical Services</i> . In this agreement were approved the rates for the use of Scientific and Technical Services, defining three types of users: -.UAB-internal users Mixed users PRUAB / UAB <sup>CEI</sup> External users  Rules of the UAB Services (Agreement Governing Council November 17, 2010).  In the case of mixed users, if there is reciprocity in the use of services, tariffs applied are internal. In fact, with the application of these rates, there is not benefit or amortization of equipment, are only to cover operating expenses.	
<b>Explanation of the use of human resources, material and financial</b> Staff:	
<b>Significant deviations in the progress towards the objectives</b> No	
<b>Proposed corrective actions</b>	

<b>Field</b>	SCIENTIFIC IMPROVEMENT
<b>Action</b>	<b>Action 16:</b> Establish a forum for social, academic, scientific and technological development, where of all participants in the proposal UAB <sup>CEI</sup> are represented, to discuss the main strategic lines of the project.
<b>Objectives</b>	To create a forum to discuss the strategy of the UAB <sup>CEI</sup>
<b>Progress towards objectives</b> Partial actions are performed.	
<b>Description of the work and role of participants</b> Sectorial action has been taken in certain areas of knowledge, paving the way to form a global forum UAB <sup>CEI</sup> .	
<b>Most significant results</b>  <p>First Forum of Biomedicine (October 21, 2010), to promote integration and networking of institutions in this area, a fact that triggered the cluster formation process in biomedicine and biotechnology. As speakers at the Forum include representatives of the university hospitals linked to the UAB, Hospital de la Santa Creu i Sant Pau, Hospital Vall d'Hebron, Municipal Institute of Medical Research, Institute for Research in Health Sciences Germans Trias i Pujol, Corporación Sanitaria Parc Tauli, the Primary Care Research Institute IDIAP Jordi Gol, representatives of the biomedical research campus of the UAB and the Institute of Neurosciences, Department of Cell Biology, Physiology and Immunology, Multidisciplinary Group for Research on Mammary Cancer.</p> <p>The UAB is part of the Forum of the B-30, involving, among others, the Rector and the mayors of B30 towns. This forum constitutes a project focused on the revitalization of the economy of the area and on the employment creation. This project expands and becomes more powerful the UAB Campus of Excellence, as it will provide leadership in the Southern European cluster innovation environment of the B-30.</p> <p>The technology park of PRUAB (Parc de Recerca UAB) has create a group of the UAB<sup>CEI</sup> technology parks, the B-30 Innovation Area.</p>	
<b>Explanation of the use of human resources, material and financial</b>	
<b>Significant deviations in the progress towards the objectives</b>	
<b>Proposed corrective actions</b>	

<b>Field</b>	SCIENTIFIC IMPROVEMENT
<b>Action</b>	<b>Action 17:</b> To mediate in the process to facilitate job placement, as placements in enterprises, and stimulate activities of the Unit of Doctors Training.
<b>Objectives</b>	To complement the CITIUS Programme.
<b>Progress towards objectives</b>	
Correct	
<b>Description of the work and role of participants</b>	
<p>Concerning to Treball Campus service, it has been designed a new web tool (NEXUS) that facilitates the management of vacancies and applications to users, students and companies. Currently, it is working on launching a new portal "Employability Portal".</p> <p>As for the training of doctors during 2010-2011 is going to take place the first training course with an expected participation of 40 students from universities in the A4U (Alliance of the 4 Universities).</p>	
<b>Most significant results</b>	
<p>Computer Application Development NEXUS.</p> <p>Preparation of the training of doctors (in the framework of the A4U).</p>	
<b>Explanation of the use of human resources, material and financial</b>	
<b>Significant deviations in the progress towards the objectives</b>	
<b>Proposed corrective actions</b>	

<b>Field</b>	• SCIENTIFIC IMPROVEMENT
<b>Action</b>	• <b>Action 18:</b> To increase the information and dissemination of Research Calls, to contract researchers, like Juan de la Cierva Call.
<b>Objectives</b>	To attract talent.
<b>Progress towards objectives</b> Correct.	
<b>Description of the work and role of participants</b> There is special attention to the dissemination and promotion of these types of calls.	
<b>Most significant results</b> Number of contracts 2009: 13 Number of contracts 2010: 16	
<b>Explanation of the use of human resources, material and financial</b>	
<b>Significant deviations in the progress towards the objectives</b>	
<b>Proposed corrective actions</b>	

<b>Field</b>	<ul style="list-style-type: none"> <li>SCIENTIFIC IMPROVEMENT</li> </ul>
<b>Action</b>	<ul style="list-style-type: none"> <li><b>Action 19:</b> To impulse the international dimension by promoting measures to increase the participation in the EU Framework Programmes and other European and international organisms.</li> </ul>
<b>Objectives</b>	To impulse the international dimension of research.
<b>Progress towards objectives</b>	
Correct.	
<b>Description of the work and role of participants</b> <p>During the year 2009 was opened the office for the representation of the A-4U, the Four Universities Alliance UAM, UCIII, UPF and UAB. It is named OPERA (Office for the Promotion of European Research Activities) and is the operative base for the promotion and lobby activities of the UAB researchers in the European Commission. The main responsibilities of OPERA are:</p> <ul style="list-style-type: none"> <li>To provide support to the A-4U and their researchers to achieve better and more competitive research results at a European and international level.</li> <li>To identify the new policies and opportunities of financing, for the universities and their researchers.</li> <li>To participate in the European Commission R+D+I policy</li> <li>To provide personal assistance in Brussels to the researchers who are participating in EU projects</li> </ul> <p>In addition to this, in the UAB there are a dissemination program to the researchers, to increase their knowledge about EU programmes and the opportunities to participate in framework program projects. In this context, the UAB is the 4<sup>th</sup> Spanish university in participation and getting resources from the 7<sup>th</sup> FP. Also, there are informative sessions about participation/coordination of Erasmus Mundus Master Programmes (11 proposals in 2011).</p> <p>Currently, it is being planned the strategic guidelines for the participation in the 8<sup>th</sup> FP.</p> <p>It is promoted the cooperation with the entities attached to UAB<sup>CEI</sup>, to participate in project as a Consortium, together with other technological centres and companies.</p> <p>It should be added, that in the last two years, UAB has opened two new offices in Shanghai (China) and Seoul (Korea), as a strategy of promotion and to attract students and researchers, and facilitating agreements with organizations and companies.</p>	
<b>Most significant results</b> <p>OPERA (Office for the Promotion of European Research Activities).  Office in Shanghai (Chine).  Office in Seoul (Korea).</p>	
<b>Explanation of the use of human resources, material and financial</b>	
<b>Significant deviations in the progress towards the objectives</b>	
<b>Proposed corrective actions</b>	

<b>Field</b>	• SCIENTIFIC IMPROVEMENT, TRANSFER
<b>Action</b>	• <b>Action 20:</b> Call awards for excellence in research for researchers with the most highlights according to criteria of innovation, originality and applicability.
<b>Objectives</b>	Stimulate high-level research.
<b>Progress towards the objectives</b> Correct.	
<b>Description of the work and role of the participants</b> The award to the research of excellence (PREI). The award to the best web of research groups.	
<b>Significant results</b> <p>PREI: Research of Excellence Award. In its first edition (2008-2009) have been granted 30 awards, 6 to each area of knowledge: Experimental Sciences, Social Sciences, Human Sciences, Health Sciences and Technological Sciences. In the Second Edition (2010) have been awarded 10 awards, 2 to every area of knowledge. Awards (preprint or postprint version) are accessible in the Digital document repository of the UAB (<a href="http://ddd.uab.cat/collection/prei">http://ddd.uab.cat/collection/prei</a>)</p> <p>WEB: In the first edition in 2010, there have been awarded:</p> <ul style="list-style-type: none"> <li>○ the website of the Group Inter Asia (<a href="http://www.fti.uab.es/interasia/">http://www.fti.uab.es/interasia/</a>),</li> <li>○ second group of intelligent vehicles (<a href="http://www.cvc.uab.es/adas/">http://www.cvc.uab.es/adas/</a>)</li> <li>○ and thirdly, the Center for theoretical linguistics (<a href="http://webs2002.uab.es/ggt/">http://webs2002.uab.es/ggt/</a>)</li> </ul>	
<b>Explanation of the use of human, material and economic resources</b> <p>PREI: 150,000€ (2009) - 50,000€ (2010)  WEB award: 6,000€</p>	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• SCIENTIFIC IMPROVEMENT
<b>Action</b>	• <b>Action 21:</b> Promote and encourage the mobility of research in training personnel and research personnel.
<b>Objectives</b>	To increase the mobility of researchers.
<b>Progress towards the objectives</b> Measures that bring us closer to the goals are underway.	
<b>Description of the work and role of the participants</b> The UAB (through the Alliance of the four universities) offers a scholarship program with a duration of two years, a post-doctoral stage international in each of the universities belonging to the A4U for the purpose of promoting collaboration in research (in addition to the promotion of various Spanish and European mobility programs).  An important action for the attraction of talent has been the signing of an agreement with Banco Santander for a program of postdoctoral research stage, with scholarships for a year (which may be extended a second year).  The program of pre-doctoral students (scholarships for training of research staff), also has a section of international mobility to which you can choose.	
<b>Significant results</b> A4U program – have been awarded 6 scholarships 2009 and 6 scholarships 2010.  UAB Program (with Banco Santander): were awarded 12 fellowships in 2009 and 16 fellowships in 2010.	
<b>Explanation of the use of human, material and economic resources</b> Program: 860,000 €	
<b>Most important deviations in the progress towards the objectives</b> Not	
<b>Proposal of corrective actions</b>	

<b>Field</b>	SOCIAL MODEL OF THE CAMPUS
<b>Action</b>	<b>Action 22:</b> Establish a program of dissemination of artistic heritage via web and information panels on campus.
<b>Objectives</b>	To provide the campus of a dimension of art campus and campus-museum, to enhance its didactic aspect.
<b>Progress towards the objectives</b> Correct.	
<b>Description of the work and role of the participants</b> <p>The architectural and artistic heritage of the campus has been catalogued. The information has been digitalized and using a database specifically designed for this purpose, will be visited via the web. A total of 142 works are part of this heritage collection, paintings, engravings, sculptures, etc.</p> <p>Through an agreement with the Cerdanyola City Council, (the municipality that is part of Bellaterra campus) has drawn up an itinerary for guided tours of the works that are in the open spaces of the campus.</p>	
<b>Significant results</b> <p>Catalogue of art works.</p> <p>Itinerary of visits by the campus (with Cerdanyola).</p>	
<b>Explanation of the use of human, material and economic resources</b> <p>Design and materials: 30,000€</p>	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	



<b>Field</b>	• SOCIAL MODEL OF THE CAMPUS, EHEA IMPLEMENTATION, INTERACTION WITH THE TERRITORY
<b>Action</b>	• <b>Action 23:</b> Improve ICT infrastructureS.
<b>Objectives</b>	To improve ICT (and the integration WITH UAB <sup>CEI</sup> centers).
<b>Progress towards the objectives</b> Correct.	
<b>Description of the work and role of the participants</b> ICT infrastructure improvement and adequacy of technological tools teaching and research : housing systems ; access to Wireless Internet for all the centers linked to the project UAB <sup>CEI</sup> ; development of tools of the society of the information) technologies SingleSignOn , eGovernment , social networking , integration of systems of information , virtual spaces of learning and collaboration , etc. . The action is aimed to the improvement of the of telematics infrastructure . It implies an improvement of the teaching, research and affects in the integration of the centers of the of UAB <sup>CEI</sup> . These actions are the objectives of the UAB <sup>CEI</sup> project related to the teaching improvement and Scientific and the adaptation to the EHEA . Directly related to the improvement of ICT, has been agreed the <i>Rules for the use of electronic means in the UAB</i> , which creates the framework for the implementation of the electronic signature and e-Administration.	
<b>Significant results</b> Improvement of infrastructures and ICT equipment in the campus. Communications and access to Internet and UAB <sup>CEI</sup> centers. Rules for the use of electronic means in the field of the UAB (Governing Council agreement of November 17, 2010).	
<b>Explanation of the use of human, material and economic resources</b> Development and integration of information systems 346.643,78 € Improvement of infrastructures and equipment ICT 1.365.015,50 € Communications and access to Internet 188.374,96 €	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• SOCIAL MODEL OF CAMPUS, EHEA IMPLEMENTATION
<b>Action</b>	• <b>Action 24:</b> Enable spaces on campus as teaching spaces, with information panels, exhibitions, and adaptation of facilities, science and technology for visits.
<b>Objectives</b>	To adapt campus to the new requirements of the EHEA
<b>Progress towards the objectives</b>	
Adequate	
<b>Description of the work and role of the participants</b>	
In the framework of the faculties adaptation to the EHEA (action 9), spaces outside the classroom for teaching purposes, are designed to receive exhibitions and other educational activities	
<b>Significant results</b>	
Works of adaptation of the Faculty of law	
<b>Explanation of the use of human, material and economic resources</b>	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• SOCIAL MODEL OF CAMPUS, INTERACTION TERRITORY
<b>Action</b>	• <b>25 Action:</b> Consolidate the cultural offer and create a stable program of popular science and promote them among the municipalities of the territory.
<b>Objectives</b>	Dissemination of the scientific and cultural offer of the campus in the territory.
<b>Progress towards the objectives</b> Adequate	
<b>Description of the work and role of the participants</b> <ul style="list-style-type: none"> <li>• There is a stable schedule of cultural activities (an average per academic year of 120 activities, cinema, theatre, music, dance, exhibitions, with an average of 15,000 to 18,000 participants per academic year), taking place in the cultural facilities of the UAB. They are free and open to everybody.</li> <li>• The consolidation of the "thematic years of UAB", has generated a significant number of activities that revolve around a central topic, with workshops, conferences and exhibitions, free and open access.</li> <li>• It is consolidating a stable schedule of <i>Dissabtes de Física i Dissabtes de les Matemàtiques</i> (Saturdays of Physics and Mathematics i), involving particularly high school students, and anyone interested in general.</li> <li>• The <i>open days</i>, three-days in which institutes and secondary schools of the territory visit the campus, laboratories and teaching spaces, with more than 200 presentations on different areas of knowledge annually held.</li> <li>• Program Universitat a l'Abast (aimed to people over 50 years) in two ways: <ul style="list-style-type: none"> <li>◦ <i>Learning on campus</i>, offering courses in grades in the campus.</li> <li>◦ <i>Learning in your city</i>, courses and seminars organized by local institutions and agents.</li> <li>◦ <i>Classrooms for the elderly</i>, are classrooms for University extension based in 13 populations.</li> </ul> </li> </ul>	
<b>Significant results</b> <ul style="list-style-type: none"> <li>• Cultural and artistic: <i>Cultura en Viu</i> programming.</li> <li>• "Thematic Years": year of Chemistry (program "Chemistry surrounds you" and "Chemists spreading chemical", and the exhibition "Thanks to the Chemistry").</li> <li>• <i>Open days</i>.</li> <li>• Saturdays of Physics and Mathematics.</li> <li>• Program Universitat a l' Abast.</li> </ul>	
<b>Explanation of the use of human, material and economic resources</b> Cultural and artistic: 297,500€ Thematic year: 60,000€ Universitat a l' Abast: 25,500€	
<b>Most important deviations in the progress towards the objectives</b> No.	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• SOCIAL MODEL OF CAMPUS, INTERACTION TERRITORY
<b>Action</b>	• <b>Action 26:</b> Promote the sports facilities on campus among the centers attached to the UAB <sup>CEI</sup> project and in the surrounding municipalities.
<b>Objectives</b>	• To increase the use of the facilities of the campus by the inhabitants of nearby municipalities and the integration of the staff of the centres associated with the UAB <sup>CEI</sup> .
<b>Progress towards the objectives</b> Correct.	
<b>Description of the work and role of the participants</b> Sports facilities of the UAB are widely known in the municipalities of the environment, not only use of the facilities, also rental of spaces and attending to courses and activities. In this context, the activities of children's sports campus on Summer and Christmas are widely used by the population of the environment.	
<b>Significant results</b> Three types of rates have been established: <ul style="list-style-type: none"> <li>• internal user, UAB community</li> <li>• attached centers (the case of those of the UAB<sup>CEI</sup>)</li> <li>• external users</li> </ul> There is a percentage stable around 40 per cent of external users of the sports facilities on campus, which means a really high value and a strong interaction with the territory.	
<b>Explanation of the use of human, material and economic resources</b>	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• SOCIAL MODEL OF CAMPUS
<b>Action</b>	• <b>27</b> : Discounts and promotions for the staff of the centers associated with the UAB <sup>CEI</sup> in shops, sports and cultural facilities in the municipalities of the environment
<b>Objectives</b>	This action is intended to increase the participation of the University community in the dynamics of the municipalities of the environment
<b>Progress towards the objectives</b> Not initiated	
<b>Description of the work and role of the participants</b>	
<b>Significant results</b>	
<b>Explanation of the use of human, material and economic resources</b>	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• INTERACTION TERRITORY, SOCIAL MODEL OF CAMPUS
<b>Action</b>	• <b>Action 28:</b> Execute actions of the mobility plan of the UAB.
	To run the mobility plan of the UAB.
<b>Progress towards the objectives</b> Correct.	
<b>Description of the work and role of the participants</b> <p>The actions envisaged in the mobility plan of the UAB are in process. This Plan developed jointly by the UAB, the Generalitat de Catalunya and the Metropolitan Transportation Authority, began to apply in 2009, and their actions are being implemented as planned following 11 large strategic lines, affecting from dissemination and participation campaigns, enhance public transport, to get around walking or bicycling, improve accessibility and the pacification of some congested areas.</p> <p>According the Strategic Plan of the UAB (2010-2012) and in line with the UAB CEI , is established that the UAB aims to be a node of reference at different territorial scales , functionally and physically integrated with the local and metropolitan territory, recognized by its commitment to sustainability in its triple dimension : social , environmental and economic. This involves incorporating sustainability criteria in all the activities of the University.</p>	
<b>Significant results</b> <ul style="list-style-type: none"> <li>• Survey of mobility habits.</li> <li>• Improvement of the internal campus bus service.</li> <li>• Qualitative study of the perception of the mobility and accessibility.</li> <li>• Guide to sustainable transport in the campus.</li> <li>• Web design for mobility and transport.</li> <li>• Works of Urbanism (bike, sidewalks, improvements of accesses, pacification central avenue of the campus, bus stops, parking improvements, etc.).</li> </ul>	
<b>Explanation of the use of human, material and economic resources</b> <p>Shares of participation, dissemination and awareness-raising: 112,500€  Improving service bus intra-campus: 980,000€  Urban works: € 522,000</p>	
<b>Most important deviations in the progress towards the objectives</b> No.	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• SOCIAL MODEL OF CAMPUS
<b>Action</b>	• <b>Action 29:</b> Increase to 0.6 per cent the strength of the solidarity fund of the UAB for the financing of development cooperation projects.
<b>Progress towards the objectives</b> With difficulties.	
<b>Description of the work and role of the participants</b> In the annual budget of UAB is intended an item for cooperation projects development, through the Autònoma Foundation of Solidarity (FAS), which is responsible for the management and coordination of these projects.	
<b>Significant results</b> allocation of funds for development cooperation projects Budget 2009: 0.56 % Budget 2010: 0.56 %	
<b>Explanation of the use of human, material and economic resources</b> Budget 2009: 106,000€ Budget 2010: 107.000€	
<b>Most important deviations in the progress towards the objectives</b> There is a small deviation, which is intended to be corrected in next years.	
<b>Proposal of corrective actions</b> Increase the budget.	

<b>Field</b>	• SOCIAL MODEL OF CAMPUS
<b>Action</b>	• <b>Action 30:</b> Personnel support (through grants and voluntary work) at the Observatory of Equality of the UAB.
<b>Objectives</b>	Increase the activity of the Observatory of Equality of the UAB
<b>Progress towards the objectives</b> Adequate	
<b>Description of the work and role of the participants</b> At the 2010, Dr. Carolina Gala is appointed as Director of the Observatory. A new office for the Observatory is opened, and is launched a new website and a monthly newsletter. From October 2010, the Observatory has the support of a student who enjoys a grant, and 2 internships (students of master).	
<b>Significant results</b> Incorporation of staff. New Office. New Web site.	
<b>Explanation of the use of human, material and economic resources</b> Resources: 60,000€	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	



<b>Field</b>	• EHEA IMPLEMENTATION
<b>Action</b>	• <b>Action 31:</b> Adapt the Theatre and the Cinema of the UAB for teaching uses; improve the TV and Radio studios of the Faculty of Sciences of communication as innovative teaching classroom.
	To create new innovative teaching rooms according to the EHEA requirements.
<b>Progress towards the objectives</b> Correct.	
<b>Description of the work and role of the participants</b> Adaptations have been in the areas of cinema and theatre of the UAB. There have been adjustments and improvements in the equipment of the rooms of TV and Radio of the Faculty of communication sciences.	
<b>Significant results</b> Teaching has developed in the areas of cinema and theatre of the UAB:  <ul style="list-style-type: none"> <li>-Area of history of law and institutions</li> <li>-Area of Audio-visual Communication and Advertising</li> <li>-Department of English and German</li> <li>-Department of Biochemistry and Molecular Biology</li> <li>-Department of Geography</li> <li>-Department of Spanish Philology</li> </ul> In addition to various masters and postgraduate courses (Creative Documentary, Thinking the Art Today, Psychomotor Development, etc.).  Works for the improvement of Faculty of Communication Sciences.	
<b>Explanation of the use of human, material and economic resources</b> Works for the improvement of Faculty of Communication Sciences: 206.000€	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• TRANSFER
<b>Action</b>	• <b>Action 33:</b> Package of measures to increase the visibility of the technological offer and opportunities for collaboration.
	• To increase the transfer activity of the UAB
<b>Progress towards the objectives</b> Correct.	
<b>Description of the work and role of the participants</b> The Parc de Recerca UAB (PRUAB) has driven the transfer and innovation processes.	
<b>Significant results</b> <p>The Parc de Recerca UAB (PRUAB) has designed a web space with the technological offer of the University. Also organizes a cycle of meetings business UAB30 with the aim of bringing research applied to companies and show the wide range of industrial applications to develop through the resources of the University's research and research centres attached to UAB<sup>CEI</sup>.</p> <ul style="list-style-type: none"> <li>• 11/06/2009 "What is a synchrotron and what for?"</li> <li>• 01/10/2009 "Nanotechnology in textiles"</li> <li>• 10/28/2010 "Nano and Micro technologies for medical diagnosis"</li> </ul> <p>The Parc de Recerca UAB has participated in several fairs in Spain, as well as in 2 international events: the BIO International Convention (Chicago May 2010) and IASP World Conference (South Korea May 2010). In Korea, the Parc de Recerca UAB also participated in a panel with representatives of other outstanding scientific and technological parks in the world. This round table was organized by Daegu-Gyeongbuk Free Economic Zone, a partner of the UAB in South Korea.</p> <p>The Parc de Recerca UAB has started partnerships with other entities of innovation of the environment. These include the relationship with the technological park of the Vallès and EsadeCreapolis, resulting in thematic events and actions to promote technological innovation.</p> <ul style="list-style-type: none"> <li>• It should be noted also the COPIT "partnering day", with the participation of more than 100 enterprises and research of the biotechnology field</li> <li>• The GENNESYS Conference, which organized the Parc de Recerca UAB in May 2010 together with CSIC and the German Synchrotron DESY. The Congress attracted over 300 experts at the global level of nanotechnology and large scientific infrastructures.</li> </ul>	
<b>Explanation of the use of human, material and economic resources</b>	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• TRANSFER
<b>Action</b>	• <b>Action 34:</b> Install an incubator of companies in the building PRUAB Eureka.
	To promote the transfer and innovation in the UAB environment.
<b>Progress towards the objectives</b> Carried out.	
<b>Description of the work and role of the participants</b> <p>The Eureka building is a space for the transfer of knowledge and technology, a space in the Parc de Recerca UAB so that companies can find a modern and technologically advanced workplace according to their needs. The Eureka building is a space designed to bring together different companies working in contact with the research and innovation:</p> <ul style="list-style-type: none"> <li>• Consolidated companies interested in boosting their innovative technology. These companies have spaces from 81 to 1.232 m<sup>2</sup> in a same plant to incorporate their R&amp;D departments.</li> <li>• Small and medium-sized companies which based its activity on research and who wish to settle completely in the building to get in touch with the scientific world.</li> <li>• Spin-off companies. The Eureka building has an area for hosting companies in the Parc de Recerca UAB are at stage of incubation. Part of these spaces has basic laboratory equipment.</li> </ul>	
<b>Significant results</b> <p>In February 2010, the Eureka building started its activity. It comprises a total of 5.000 m<sup>2</sup> spread over 4 floors, distributed in a clear way to adapt to the needs of each company. The new business incubator occupies 1.770 m<sup>2</sup> of space within the Eureka building specially adapted to the needs of new enterprises based on knowledge of the environment of the Park.</p> <p>In May 2010 was installed the first company, and a few months after its release, practically all spaces are already full, which demonstrates the strength of the vocation of transfer of the UAB.</p>	
<b>Explanation of the use of human, material and economic resources</b> <p>Final phase of Building Eureka: 880.000€</p>	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• TRANSFER
<b>Action</b>	• <b>Action 35:</b> Increase in performances of valorization and transfer of knowledge.
	Improve the process of transfer and innovation in the UAB environment.
<b>Progress towards objectives</b> Correct.	
<b>Description of the work and role of the participants</b> There has been various activities aimed at the improvement of the valuation and transfer of knowledge	
<b>Significant results</b> <ul style="list-style-type: none"> <li>• Market research: in the evaluation process is carried out systematically a market survey for all the results of research that enter the transfer channel. On the other hand, has contracted the service of a database for the study of market (Frost &amp; Sullivan) to assist in this task.</li> <li>• Technology monitoring on the basis of the strategic lines to deal with the technological decisions. Have started to conduct monitoring studies prior to the completion of certain projects of research, so that researchers can better target their project, and in the end, it can be achieved a result of research with the greatest potential to be transferred.</li> <li>• Interconnection between the technological offer of patents and companies to identify what would be the companies potentially interested in. There is an action on this line, to recover information of companies and their interests (lines of activity, potential areas of in-licensing) and this information has been organized through the new application of technology management (in the version 1 will be operating as simplified CRM). On the other hand, there is an enhanced access to business contacts, through the use of networks or other information directories.</li> <li>• In addition, within the framework of the A4U (Alliance of the four universities) has designed a collaborative program that aims to move forward in a coordinated way:               <ol style="list-style-type: none"> <li>(1) Professionalization of the transfer function: methodologies and best practices.</li> <li>(2) Visibility.</li> <li>(3) Boosting of valorization activities.</li> </ol> </li> </ul> <p>Throughout 2010 settled a few first meetings within the framework of the A4U to define <u>the transfer of the A4U Office</u>. A working paper containing the strategy was prepared to be developed throughout 2011. These are based on the boosting of transfer, particularly in the framework of the social sciences and its visibility. In addition, 2010 was organized in a training day to professionalize and provide expertise to practitioners of valuation of the various universities of the A4U, with the participation of external experts.</p>	
<b>Explanation of the use of human, material and economic resources</b> Purchase of database: Frost & Sullivan: 12.000€	
<b>Most important deviations in the progress towards objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• TRANSFER
<b>Action</b>	• <b>Action 36:</b> Promoting entrepreneurship in the campus.
	To increase entrepreneur activity in the UAB <sup>CEI</sup>
<b>Progress towards the objectives</b>	
Correct.	
<b>Description of the work and role of the participants</b>	
This area has been developed especially for the PRUAB, with emphasis on the areas of promotion and training.	
<b>Significant results</b>	
<p>10 New companies in the program of the Parc de Recerca UAB were incorporated during the year 2010. It should be noted the adoption by the Governing Council of the UAB's first company EBT of the UAB, VetGENOMICS, in July 2010.</p> <p>It has been initiated and/or increase collaborations with ESADE, IESE, SECOT, the official school of doctors of Barcelona and various faculties of the own UAB in the form of focused programs to support the transfer and the creation and growth of new businesses.</p> <p>The Park collaborates with Barcelona Activa, BioCat, ACC1Ó and CaixaCapitalRisc to promote programmes such as the BioEmprenedorXXI, Microsoft Pre-Incubator Program, the contest of Business Ideas, aXelera, or Growth. These are training programmes and/or awards which encourages and facilitates the transfer of knowledge and the creation and growth of new knowledge-based companies in different ways.</p> <p>01/04/2009 <i>The most frequent mistakes of the entrepreneurs.</i></p> <p>19/02/2009 <i>Public financing for companies.</i></p> <p>20/01/2009 <i>Cases of success and networking for entrepreneurs.</i></p> <p>05/11/2009 <i>Entrepreneurship and spin-off. Another professional future</i> (with the collaboration of the Graduate School of UAB).</p> <p>11/02/2010 <i>Developing public financing for companies.</i></p> <p>20/09/2010 <i>Workshop Talent-Company (TEM).</i></p> <p>25/10/2010 <i>Patent: starting line to add social and economic value to the investigation.</i></p> <p>02/11/2010 <i>Bonuses to the tax of Social Security (SS) for staff exclusively for activities of R+D+I</i> (jointly organized with the Parque Tecnológico del Vallés and EuropaInnova).</p> <p>The Alliance of the four universities, A4U, has proposed a 50-hour course to encourage the employment of doctors in the world of business. The basic objective of the course is the approach the academic and professional fields to improve the knowledge of the world of the company by the new doctors and facilitate their employment. The course contains elements so that the recent doctors learn as contribute to the company knowledge, methodology and opportunities posed by the University activity, at the same time that are the basis to create the own business from scratch. The course has as its main axis Universidad-Empresa synergies, and focuses on actual practice in companies.</p> <p>In November 2010 it has been signed an agreement with the Ministry of education to create a prize for the best project of entrepreneurship among students.</p>	
<b>Explanation of the use of human, material and economic resources</b>	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• TRANSFER
<b>Action</b>	• <b>Action 37:</b> Dynamic Nuclear polarizer (DNP)
	To improve scientific technical services.
<b>Progress towards the objectives</b> Done.	
<b>Description of the work and role of the participants</b> Acquisition of a hyperpolarization accessory associated with a system of production of images or NMR spectra <i>in vivo</i> (Bruker BioSpec 7 Teslas) that allows the obtaining of molecular imaging and detection of metabolic changes in living organisms.	
<b>Significant results</b> Purchase and set up the equipment.	
<b>Explanation of the use of human, material and economic resources</b> Funded by CEI: 260.935€	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• TRANSFER
<b>Action</b>	• <b>Action 38:</b> Proteomic Mass Spectrometer.
	To improve scientific-technical services.
<b>Progress towards the objectives</b>	
Done.	
<b>Description of the work and role of the participants</b>	
Purchase of a mass spectrometer MAT253 and Kiel (IV) to provide a sample preparation system to support environmental research, and mainly the projects relating to the Paleoclimatology, Oceanography and Marine Sciences.	
<b>Significant results</b>	
Purchase and set up the equipment.	
<b>Explanation of the use of human, material and economic resources</b>	
Funded by CEI: 209.647€	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• TRANSFER
<b>Action</b>	• <b>Action 39:</b> Proteomic Mass Spectrometer (Bio).
<b>Objectives</b>	To improve scientific-technical services.
<b>Progress towards the objectives</b> Done.	
<b>Description of the work and role of the participants</b> Purchase of a third generation equipment MALDI-TOF Ultraflex III TOF/TOF 200 mass spectrometer. This purchase, framed in the process of empowerment of research in proteomics and structural biology, a strategic area in the UAB thanks to Synchrotron and the Center for Structural Biology and Proteomics.	
<b>Significant results</b> Purchase and set up the equipment.	
<b>Explanation of the use of human, material and economic resources</b> Funded by CEI: 300,000€	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	



<b>Field</b>	• TRANSFER
<b>Action</b>	• <b>Action 40:</b> Creation of the Integral Services of the Animal Laboratory (SIAL).
	To improve scientific-Technical services.
<b>Progress towards the objectives</b> The execution of the work has started, but delayed.	
<b>Description of the work and role of the participants</b> The creation of the SIAL is the transformation of an area of 600 m <sup>2</sup> in a new facility that will combine the classical stabulation of rodents with the availability of modern laboratories, complemented as well to the current stabulation area (1000 m <sup>2</sup> ). It will be a comprehensive service of laboratory animals, a space that combines scientific, technical knowledge in laboratory animal science and the space suitable for projects of R&D requiring the use of laboratory animals with the best standards of quality and animal welfare.	
<b>Significant results</b> The works of adaptation of the space is currently started.	
<b>Explanation of the use of human, material and economic resources</b> Funded by CEI: 1.000.000€	
<b>Most important deviations in the progress towards the objectives</b> A delay of approximately one year.	
<b>Proposal of corrective actions</b> It has been already corrected and works have been initiated.	

<b>Field</b>	• TRANSFER
<b>Action</b>	• <b>Action 41:</b> Analytical field emission scanning electron microscope (FE-SEM).
<b>Objectives</b>	To improve Scientific-Technical services.
<b>Progress towards the objectives</b> Partially done.	
<b>Description of the work and role of the participants</b> Purchase of an Analytical field emission scanning electron microscope (FE-SEM), which allows, to the whole of UAB <sup>CEI</sup> partners, the development of new projects in the fields of nanotechnology, materials science and biology. The equipment has a detector for Backscattered electron diffraction (SDBS). It is a technique of crystallographic microstructural that allows analyzing textures and preferential orientations of crystalline materials. The SDBS also allows identifying the seven crystal systems, and making maps of crystalline orientation, defects, identification of phases, grain boundaries analysis and morphological studies.  Given not available of any ultra-high resolution scanning electron microscope in the field of Catalonia, the novelty of this technique will be very advantageous for members of the UAB <sup>CEI</sup> .  The action must be completed with an accessory to take advantage of the best performance from the equipment acquired, for the proper preparation of the samples to analyze. The Etching and Coating System is an instrument designed to consolidate multiple steps of preparation of the sample of etching and coating in a compact unit. This equipment allows the user to raise awareness and enhance structural details well through beams of ions of etching and coating for analysis in the ultra-resolution electronic scanning microscope. The purchase of this accessory is expected to take place at the beginning of the 2011.	
<b>Significant results</b> Purchase and set up the equipment.	
<b>Explanation of the use of human, material and economic resources</b> Funded by CEI: 303.669€	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• TRANSFER
<b>Action</b>	• <b>Action 42:</b> Training and awareness-raising through an award to the best invention and a guide "what and how patenting".
<b>Objectives</b>	To increase the transfer and valorization
<b>Progress towards the objectives</b> Correct.	
<b>Description of the work and role of the participants</b> <p>A guide on patents has been developed to enable researchers to analyze the most important aspects to consider before patenting in the field of research (in fact does not provide information on how writing patents or other more technical aspects). That is why this guide is segmented into different areas of technology or applications, with specific examples and case studies.</p> <p>Other actions of training and awareness-raising through 2010 are seminars for dissemination in the field of patents, and workshops to teach about the development of product (the result of research) to researchers.</p>	
<b>Significant results</b> <p>Publishing and dissemination of the patent Guide (what can be patented and aspects to be taken into account) specially designed for researchers (Depot legal B-45616-2009).</p> <p>The Guide has been distributed to the collective research staff (approximately 1500-2000 researchers) along with a leaflet of good practices.</p>	
<b>Explanation of the use of human, material and economic resources</b> <p>Editing Patent Guide: € 10,000</p>	
<b>Most important deviations in the progress towards the objectives</b> <p>Not</p>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• TRANSFER
<b>Action</b>	• <b>Action 43:</b> Improve the processes of management of results of the research.
	To optimize the management of the research.
<b>Progress towards the objectives</b> Correct.	
<b>Description of the work and role of the participants</b> There has been an effort to optimize the management of the research, either through the improvement of the tools and processes. In this sense, has begun the implementation of the ISO9001 as a guarantee of quality in management.	
<b>Significant results</b> <ul style="list-style-type: none"> <li>• Adequacy of the database (INTEUM) for the management of the results of research. Is expected to be completed in April 2011 for version 1.</li> <li>• Decrease in the time-process of evaluation of the results of research with a view to their protection, to make it fully compatible with the process of publication in scientific journals.</li> <li>• Transparency of information to the scientific community of the UAB with the UAB researchers' access to the monitoring of the situation both of their inventions sent as their requested patent.</li> <li>• Evolution of management technologies internally at all stages of life of the proposals of inventions submitted by UAB researchers and associated entities.</li> <li>• Interconnection between the technological offer of patents and companies to identify what would be the companies potentially interested in them.</li> <li>• Improve the display of the results of the transfer process.</li> <li>• Improvement of the professional services, workflows and updating of internal regulations governing activities of transfer (article 83, IPR, creation of company)</li> </ul> <p>In addition, there has been an effort throughout 2010 to adapt and correct the current norms of patent and conventions (Art. 83), merging them into one of new content that suits the current situation and encourage the participation of researchers in the process of transfer. This regulation is expected to be adopted in 2011.</p> <ul style="list-style-type: none"> <li>• Implementation of a system of management of the research in the units involved in the transfer function, based on the UNE 166002 EX norm and systematization of the R+D according to the standard UNE 166001 EX. During the year 2010 has started the implementation of the standard ISO9001 in the Area of Research Management, prior to the introduction of the UNE166001.</li> </ul>	
<b>Explanation of the use of human, material and economic resources</b>	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• INTERACTION TERRITORY
<b>Action</b>	• <b>Action 44:</b> Set up new arrangements for joining the project UAB <sup>CEI</sup> with the institutions, bodies and companies in the UAB territory and initiate collaboration projects
<b>Objectives</b>	To increase the impact of the UABCEI in the territory
<b>Progress towards the objectives</b>	
Not started	
<b>Description of the work and role of the participants</b>	
<b>Significant results</b>	
<b>Explanation of the use of human, material and economic resources</b>	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• INTERACTION TERRITORY
<b>Action</b>	• <b>Action 45:</b> Attract R&D departments of companies in the technology sector to the Eureka building.
	To improve the innovation in the UAB <sup>CEI</sup>
<b>Progress towards the objectives</b> Correct.	
<b>Description of the work and role of the participants</b> The UAB Parc de Recerca managers work for the attraction of companies consolidated into the environment of the campus.	
<b>Significant results</b> Henkel Advanced Technologies Laboratory. In July 2010 the multinational German has opened its laboratory in the Eureka building.  This addition is added to the one of LaFarga Group, incorporated in 2009 and which also has a laboratory in the same building, and the already existing MATGAS (a laboratory of carbides metal-Air Products of reference in our country in everything that concerns the study and development of materials and gases).	
<b>Explanation of the use of human, material and economic resources</b>	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• INTERACTION TERRITORY
<b>Action</b>	• <b>Action 46:</b> Promote activities coordinated between the groups and associations of the UAB with the community associations and associations of the territory.
<b>Objectives</b>	To promote the interaction of the UAB with the territory.
<b>Progress towards the objectives</b> Correct.	
<b>Description of the work and role of the participants</b> <p>There have been activities in different areas and different organizational units of the UAB. The coordination of these activities to increase their projection and visibility, are one of the challenges facing and therefore proposed as one of the actions carried out in the call for CEI2011.</p> <p>In regards to student associations, the UAB has a participatory and associative tradition, with around a hundred associations and active platforms, many of which developed much of their activity in the territorial environment.</p>	
<b>Significant results</b> <ul style="list-style-type: none"> <li>• Universitat a l'Abast program (for over 50 years, in two forms: <i>learning on campus</i> and <i>learning in your city</i>)</li> <li>• <i>Collective SAFOR (religious activities and assessment)</i> coordinated with the bishopric of Terrassa.</li> <li>• Program University extension for elder people (mentoring of 13 classrooms in the territory)</li> <li>• Program of sharing house with elder people (Obra Social CatalunyaCaixa, Ay of Cerdanyola and Sabadell Ay)</li> <li>• Program Immigration and University (Cerdanyola Town Hall)</li> <li>• Program CHROMA (cohesion, referrer, opportunity, motivation, autonomy). Municipalities of Sabadell, Rubí and Cerdanyola.</li> <li>• Program of training instructors and directors of centers of leisure. Agreement with Aula Esplai del Vallès, Sabadell.</li> </ul>	
<b>Explanation of the use of human, material and economic resources</b>	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

<b>Field</b>	• INTERACTION TERRITORY
<b>Action</b>	• <b>Action 47:</b> Develop a communication plan of the project UAB <sup>CEI</sup> at all levels, both internal as external, and both international and national levels
<b>Objectives</b>	To apply a communication plan
<b>Progress towards the objectives</b> Partially done.	
<b>Description of the work and role of the participants</b> <p>Web project: from Diciembre2010 the second version of web UAB<sup>CEI</sup> is implemented, and at the same time, it is being design a new version with the comments of the first report of evaluation of the web.</p> <p>It is also preparing a new version of the promotional video of the UAB<sup>CEI</sup> with the updated data.</p> <p>It is carrying out an internal informative process on campus, with sectorial meetings to explain the development of the CEI project at various organizational levels.</p> <p>The team responsible for the communication of UAB is doing a effort to appear in the media especially in the territorial environment, and the issues more closely linked to the development of the CEI.</p> <p>At the international level are taught a master class with the presentation of the UAB<sup>CEI</sup> in the SciTechEurope project, a forum on Science and Technology (Brussels, November 22, 2010).</p>	
<b>Significant results</b> <p>UAB<sup>CEI</sup> website.</p> <p>SciTechEurope.</p>	
<b>Explanation of the use of human, material and economic resources</b>	
<b>Most important deviations in the progress towards the objectives</b>	
<b>Proposal of corrective actions</b>	

4.

Tables

NOTE: ACTIONS Nr 10 AND Nr 32 ARE NOT APPLICABLE IN THIS REPORT

Table II.

Main Results

Nr	Field	Description	Form
1	TEACHING IMPROVEMENT, IMPLEMENTATION EHEA	2 editions of the pilot course English for Teaching Purposes	cours
2	MEJORA DOCENTE, MEJORA CIENTÍFICA, IMPLANTACIÓN EEES	participación internacional en la convocatoria de becas de formación de personal investigador	Documento (lista so
3	MEJORA DOCENTE, MEJORA CIENTÍFICA, TRANSF.CAMPUS	Desarrollo del aplicativo informático Nexus	software



	SOCIAL INTEGRAL, IMPLANTACIÓN EEES			
4	MEJORA DOCENTE	Acceso a bases de datos bibliográficos a los miembros de la agregación UAB <sup>CEI</sup>	documento	Aprobado 26/01/2011
5	MEJORA DOCENTE	Campus Virtual Moodle UAB	Entorno virtual <a href="http://moo.uab.es">http://moo.uab.es</a>	Curso 2009/10
6	MEJORA DOCENTE	OpenCourseWare UAB	Entorno virtual <a href="http://ocw.uab.cat">http://ocw.uab.cat</a>	Curso 2010/11
7	MEJORA DOCENTE	UABtube	Entorno virtual <a href="http://www.uabtube.cat">http://www.uabtube.cat</a>	Curso 2009/10
7	MEJORA DOCENTE	Wikis UAB	Entorno virtual <a href="http://wikis.uab.cat">http://wikis.uab.cat</a>	Curso 2009/10
8	MEJORA DOCENTE	Paginas UAB	Entorno virtual <a href="http://pagines.uab.cat">http://pagines.uab.cat</a>	Curso 2009/10
9	MEJORA DOCENTE	Blogs UAB	Entorno virtual <a href="http://blogs.uab.cat">http://blogs.uab.cat</a>	Curso 2009/10
10	MEJORA DOCENTE	Polimèdia	Entorno virtual <a href="http://polimedia.uab.cat/#Inici__">http://polimedia.uab.cat/#Inici__</a>	Curso 2010/11
11	MEJORA DOCENTE, MEJORA CIENTÍFICA, IMPLANTACIÓN EEES	Proyecto de creación de un entorno para la gestión del Conocimiento en Ciencia y Tecnología	Documento	2009
12	MEJORA DOCENTE	Reglamento de creación de empresas de base tecnológica y de spin-off de la UAB (Acuerdo de Consejo de Gobierno, 7 de octubre 2009)	Documento	07/10/2009
13	MEJORA DOCENTE	Ciclos de seminarios PRUAB y Càtedra BANCAJA de Jóvenes emprendedores –UAB.	Memoria	Curso 2009 /2010
14	MEJORA DOCENTE	Mejora de los aularios de la Facultad de Ciencias de la Educación	Obras	2009/10
15	MEJORA DOCENTE, TRANSF.CAMPUS SOCIAL INTEGRAL, IMPLANTACIÓN EEES	construir, ampliar o mejorar espacios relacionados con la adaptación al EEES	Obras	2009/10
16	MEJORA CIENTÍFICA	Creación de la Oficina de Innovación y Relación con los Centros Vinculados	Documento	Octubre 2010
17	MEJORA CIENTÍFICA	Reglamento del Personal Investigador Vinculado	Documento	26/01/2011
18	MEJORA CIENTÍFICA	1er Fórum de Biomedicina UAB <sup>CEI</sup>	Acto	21/10/2010
19	MEJORA CIENTÍFICA	Proyecto de Instituto de investigación conjunto en medio ambiente entre la UAB y la Hankuk University	Documento	16/11/2009
20	MEJORA CIENTÍFICA	Establecimiento de un Centro de Incubación de Empresas con la Universidad de Pyongtaek	Documento	24/04/2009

21	MEJORA CIENTÍFICA	Convenio marco con la <b>Hankuk University of Foreign Studies</b> de Seoul en el área de la <b>farmacología</b> .	Documento	16/11/2009
22	MEJORA CIENTÍFICA	Convenio marco con Daegu Gyeongbuk Institute of Science and Technology (DGIST) para colaborar en los ámbitos de las biociencias y las neurociencias	Documento	17/11/2009
23	MEJORA CIENTÍFICA	Convenio marco para la creación de la International Association of Medical Research	Documento	17/11/2009
24	MEJORA CIENTÍFICA	Módulo de Investigación en Biomedicina (MRB),	Obras	2010
25	MEJORA CIENTÍFICA	Creación de la Unidad de Gestión de Servicios Científico Técnicos		Octubre 2010
26	MEJORA CIENTÍFICA	Régimen Económico de los Servicios Científico Técnicos	Documento	20/04/2010
27	MEJORA CIENTÍFICA	Normativa Básica de Servicios UAB	Documento	17/11/2010
28	MEJORA CIENTÍFICA	Inauguración Oficina OPERA en Bruselas	Acto	09/07/2010
29	MEJORA CIENTÍFICA	Inauguración Oficina en Seúl (Corea)	Acto	16/11/2009
30	MEJORA CIENTÍFICA	Ayudas programa Juan de La Cierva	Resolución	Curso 2009 Curso 2010
31	MEJORA CIENTÍFICA	Participación en Proyectos del 7º PM	Memoria	2009 2010
32	MEJORA CIENTÍFICA, TRANSFERENCIA	Premio a la Excelencia Investigadora 2008 Premio a la Excelencia Investigadora 2010	Resolución	15/07/2009 10/09/2010
33	MEJORA CIENTÍFICA, TRANSFERENCIA	Premio Web Investigación	Resolución	23/09/2010
34	MEJORA CIENTÍFICA	Becas A4U	Resolución	2009 2010
35	MEJORA CIENTÍFICA	Becas movilidad Programa Propio 2009 Becas movilidad Programa Propio 2010	Resolución	30/09/2009 01/12/2010
36	TRANSF.CAMPUS SOCIAL INTEGRAL	Catálogo artístico de obras	web <a href="http://www.uab.cat/">http://www.uab.cat/</a>	Curso 2010/11
37	TRANSF.CAMPUS SOCIAL INTEGRAL	Itinerario de visitas por el campus (Ayuntamiento de Cerdanyola)	folleto	Curso 2009/10
38	TRANSF.CAMPUS SOCIAL INTEGRAL, IMPLANTACIÓN EEES, INTERACCIÓN TERRITORIO	Mejora de infraestructuras y equipamientos TIC en el campus	Obras	2009/10

39	TRANSF.CAMPUS SOCIAL INTEGRAL, IMPLANTACIÓN EEES, INTERACCIÓN TERRITORIO	Normativa para el uso de medios electrónicos en el ámbito de la UAB	Documento	17/10/2010
40	TRANSF.CAMPUS SOCIAL INTEGRAL, INTERACCIÓN TERRITORIO	Web de promoción de la oferta cultural y artística estable: Cultura en Viu	web <a href="http://www.etc.uab.cat/cultura.php">http://www.etc.uab.cat/cultura.php</a>	Curso 2009/10
41	TRANSF.CAMPUS SOCIAL INTEGRAL, INTERACCIÓN TERRITORIO	Año Temático de la UAB: programa divulgación	web <a href="http://www.uab.es/anydelaquimica/">http://www.uab.es/anydelaquimica/</a>	1/10/2010
42	TRANSF.CAMPUS SOCIAL INTEGRAL, INTERACCIÓN TERRITORIO	Programa Universitat a l'Abast	programa <a href="http://abast.uab.cat/instituciones/index.php">http://abast.uab.cat/instituciones/index.php</a>	2009/10 2010/11
43	TRANSF.CAMPUS SOCIAL INTEGRAL, INTERACCIÓN TERRITORIO	Usuarios externos de instalaciones deportivas	memoria	2009 2010
44	TRANSF.CAMPUS SOCIAL INTEGRAL, INTERACCIÓN TERRITORIO	Guía del transporte sostenible en la UAB	Documento	2009
45	TRANSF.CAMPUS SOCIAL INTEGRAL, INTERACCIÓN TERRITORIO	Portal de la movilidad UAB	Presentación web <a href="http://www.uab.cat/accessibilitat-transport/">http://www.uab.cat/accessibilitat-transport/</a>	Octubre 2009
46	TRANSF.CAMPUS SOCIAL INTEGRAL	Dotación Fondos para proyectos de Cooperación: Presupuesto UAB 2009	documento	01/01/2009
47	TRANSF.CAMPUS SOCIAL INTEGRAL	Dotación Fondos para proyectos de Cooperación: Presupuesto UAB 2010	documento	01/01/2010
48	TRANSF.CAMPUS SOCIAL INTEGRAL	Incremento personal Observatorio de la Igualdad	Contrato-beca	1/10/2010
49	IMPLANTACIÓN EEES	Mejora Plató TV y Radio Facultad C. Comunicación	Obras	2009/10
50	TRANSFERENCIA	Ciclo de Encuentros Empresariales UAB30	Programa <a href="http://www.uab.es/servlet/Satellite/empresas/encuentros-empresariales-uab30-1255932661866.html">http://www.uab.es/servlet/Satellite/empresas/encuentros-empresariales-uab30-1255932661866.html</a>	2009-2010
51	TRANSFERENCIA	Espacio Web Oferta Tecnológica	web <a href="http://www.uab.es/servlet/Satellite/">http://www.uab.es/servlet/Satellite/</a>	2009

			serveis-a-empreses/oferta-tecnologica-1245651215252.html	
52	TRANSFERENCIA	Incubadora Empresas Eureka	documento <a href="http://www.uab.es/Document/502/433/EUREKA_SPA,0.pdf">http://www.uab.es/Document/502/433/EUREKA_SPA,0.pdf</a>	01/05/2010
53	TRANSFERENCIA	Estudios de Mercado: licencia base de datos Frost & Sullivan	Licencia uso	01/01/2010
54	TRANSFERENCIA	Programa de formación	Programa <a href="http://www.uab.es/servlet/Satellite/emprendedores/formacion-y-tutoria-1265095302681.html">http://www.uab.es/servlet/Satellite/emprendedores/formacion-y-tutoria-1265095302681.html</a>	2009 2010
55	TRANSFERENCIA	Polarizador Nuclear Dinámico (DNP)	Adquisición	2010
56	TRANSFERENCIA	Espectrómetro de Masas Proteómica (Bio).	Adquisición	2010
57	TRANSFERENCIA	Servicio Integral del Animal de Laboratorio (SIAL)	Obras	2010/2011
58	TRANSFERENCIA	Microscopio electrónico de barrido analítico de emisión de campo	Adquisición	2010
59	TRANSFERENCIA	Guía de Patentes (Qué se puede patentar y aspectos a tener en cuenta)	Documento (depósito legal B-45616-2009)	2009/2010
60	TRANSFERENCIA	Implantación de la norma ISO9001	Programa	Diciembre 2010
61	INTERACCIÓN TERRITORIO	Incorporación Henkel Advanced Technologies Laboratory	convenio	26/07/2010
62	INTERACCIÓN TERRITORIO	Programa Aulas de Extensión Universitaria para la Gente Mayor	Memoria	2009/2010
63	INTERACCIÓN TERRITORIO	Programa Vive y Convive	Memoria	2009/2010
64	INTERACCIÓN TERRITORIO	Programa Immigració i Universitat	Memoria	2009/2010
65	INTERACCIÓN TERRITORIO	Programa CROMA (Cohesión, Referente, Oportunidad, Motivación, Autonomía).	memoria	2009/2010
66	INTERACCIÓN TERRITORIO	Programa de Formación Monitores y Directores de Centros de Ocio y Tiempo Libre	memoria	2009/2010
67	INTERACCIÓN TERRITORIO	Web UABCEI	Web ( <a href="http://www.uab.cat/cei">www.uab.cat/cei</a> )	2010/11
68	INTERACCIÓN TERRITORIO	masterclass : presentación del clúster en biomedicina y del proyecto UABCEI en el SciTechEurope (Bruselas)	jornada ( <a href="http://edition.pagesuite-professional.co.uk/launch.aspx?referral=other&amp;pnum=&amp;refresh=w06P12Mb8Cq0&amp;EID=1a0e1762-d554-45a3-b281-c0adb8278e04&amp;skip=">http://edition.pagesuite-professional.co.uk/launch.aspx?referral=other&amp;pnum=&amp;refresh=w06P12Mb8Cq0&amp;EID=1a0e1762-d554-45a3-b281-c0adb8278e04&amp;skip=</a> )	22/11/2010

Tabla III. Indicadores de Progreso

Ámbito	Actuación	Indicador	Situación 2008/2009	Situación 2010	% progreso
MEJORA DOCENTE, IMPLANTACIÓN EEES	Actuación 1	asistentes cursos inglés para la docencia	0	15	NP
MEJORA DOCENTE, IMPLANTACIÓN EEES	Actuación 1	nº asignaturas de grado en inglés	ND	6	NP
MEJORA DOCENTE, IMPLANTACIÓN EEES	Actuación 1	nº asignaturas de master en inglés	72	80	10%
MEJORA DOCENTE, IMPLANTACIÓN EEES	Actuación 1	asistentes cursos inglés para PAS	293	236	-24%
MEJORA DOCENTE, IMPLANTACIÓN EEES	Actuación 1	nº master internacionales Erasmus Mundus	5	7	29%
MEJORA DOCENTE, IMPLANTACIÓN EEES	Actuación 1	nº master internacionales propios	11	8	-38%

MEJORA DOCENTE, IMPLANTACIÓN EEES	Actuación 1	nº master internacionales oficiales	0	6	NP
MEJORA DOCENTE, MEJORA CIENTÍFICA, IMPLANTACIÓN EEES	Actuación 5	nº becas PIF	107	90	-19%
MEJORA DOCENTE	Actuación 7	asignaturas Moodle	0	160	100%
MEJORA CIENTÍFICA	Actuación 13	nº programas doctorado	92	99	7%
MEJORA CIENTÍFICA	Actuación 13	nº tesis doctorales defendidas	467	509	8%
MEJORA CIENTÍFICA	Actuación 13	nº investigadores visitantes	46	77	40%
MEJORA CIENTÍFICA	Actuación 13	nº investigadores visitantes internacionales	31	41	24%
MEJORA CIENTÍFICA	Actuación 17	nº prácticas programa CITIUS	134	166	19%
MEJORA CIENTÍFICA	Actuación 18	nº investigadores programa Juan de la Cierva	13	16	19%
MEJORA CIENTÍFICA	Actuación 19	nº proyectos investigación internacionales (competitivos)	35	43	19%
MEJORA CIENTÍFICA	Actuación 19	recursos obtenidos en proyectos investigación internacionales (competitivos)	4.937.717,98€	7.383.598,19€	33%
MEJORA CIENTÍFICA, TRANSFERENCIA	Actuación 20	nº Premios Investigación PREI	30	10	-200%
MEJORA CIENTÍFICA	Actuación 21	nº Becas movilidad UAB	12	16	25%
TRANSF.CAMPUS SOCIAL INTEGRAL, INTERACCIÓN TERRITORIO	Actuación 25	Oferta Cultural nº actividades	150	120	-25%
TRANSF.CAMPUS SOCIAL INTEGRAL, INTERACCIÓN TERRITORIO	Actuación 25	Oferta Cultural nº asistentes	18000	15000	-20%
TRANSF.CAMPUS SOCIAL INTEGRAL, INTERACCIÓN TERRITORIO	Actuación 26	Servicio de Actividad Física - nº usuarios UAB	4301	4578	6%
TRANSF.CAMPUS SOCIAL INTEGRAL, INTERACCIÓN TERRITORIO	Actuación 26	Servicio de Actividad Física - nº usuarios externos	2944	3258	10%
TRANSF.CAMPUS SOCIAL INTEGRAL	Actuación 29	% presupuesto para proyectos cooperación	0,61%	0,56%	-9%
TRANSFERENCIA	Actuación 33	ingresos por actividad de transferencia	11.566.856€	11.522.963€	0%
TRANSFERENCIA	Actuación 34	nº spin off UAB	333	293	-14%

TRANSFERENCIA	Actuación 35	nº convenios investigación	33	44	25%
TRANSFERENCIA	Actuación 42	nº patentes	27	71	62%
TRANSFERENCIA	Actuación 42	ingresos por patentes	ND	13.201.619,00€	NP
TRANSFERENCIA	Actuación 43	recursos obtenidos en proyectos investigación	20.298.622€	18.128.326,59€	-12%
TRANSFERENCIA	Actuación 43	recursos totales para la investigación	79.272.300,05€	70.017.694,41€	-13%
TRANSFERENCIA	Actuación 43	nº publicaciones	1616	1788	10%
TRANSFERENCIA	Actuación 43	nº publicaciones 1er cuartil	918	948	3%
INTERACCIÓN TERRITORIO	Actuación 45	nº empresas externas en el PRUAB	2	3	33%
INTERACCIÓN TERRITORIO	Actuación 46	nº participantes Programa Universitat a l'Abast	211	262	19%
INTERACCIÓN TERRITORIO	Actuación 46	nº participantes Programa Itaca	432	432	0%
INTERACCIÓN TERRITORIO	Actuación 46	nº participantes Programa Argó	355	500	29%
INTERACCIÓN TERRITORIO	Actuación 46	nº aulas extensión para gente mayor	11	12	8%

*Tabla IV. Hitos Futuros*

Hito	Ámbito	Descripción	Fecha Esperada	Medio de verificación
1	MEJORA DOCENTE, IMPLANTACIÓN EEES	incremento uso inglés (en grado y postgrado)	01/09/2012	Plan docente (nº materias impartidas en inglés)
2	MEJORA DOCENTE, IMPLANTACIÓN EEES	incrementar nº estudiantes internacionales	01/11/2012	nº estudiantes internacionales
3	MEJORA DOCENTE, MEJORA CIENTÍFICA, IMPLANTACIÓN EEES	Internacionalización del Personal Investigador en Formación	01/06/2012	% solicitudes internacionales

4	MEJORA DOCENTE, MEJORA CIENTÍFICA, TRANSF.CAMPUS SOCIAL INTEGRAL, IMPLANTACIÓN EEES	Implantación aplicativo NEXUS para gestión de prácticas en empresa	31/12/2011	WEB
5	MEJORA DOCENTE	Uso Moodle y Wikis académicas	01/06/2012	nº asignaturas y wikis
6	MEJORA DOCENTE	impulso másteres estratégicos	01/06/2012	nº programas
7	MEJORA DOCENTE, TRANSF.CAMPUS SOCIAL INTEGRAL, IMPLANTACIÓN EEES	Mejoras en instalaciones e infraestructuras	31/12/2012	memoria de actuaciones
8	MEJORA DOCENTE, MEJORA CIENTÍFICA	Impulsar relaciones estables y convenios internacionales, con universidades o centros de investigación	31/12/2012	convenios y acuerdos internacionales
9	MEJORA CIENTÍFICA	integración de las entidades del UABCEI	31/12/2011	documento
10	MEJORA CIENTÍFICA	Definición y consolidación de clústeres	01/01/2011	documento
11	MEJORA CIENTÍFICA	atracción de talento: investigadores	01/06/2012	nº investigadores internacionales
12	MEJORA CIENTÍFICA	Mejora instalaciones Servicios Científico Técnicos	01/06/2012	memoria de actuaciones
13	MEJORA CIENTÍFICA	Mejora Gestión Servicios Científico Técnicos	01/06/2012	Protocolo de gestión
14	MEJORA CIENTÍFICA	Consolidar un modelo de gobernanza del UABCEI	31/12/2011	documento
15	MEJORA CIENTÍFICA	incrementar movilidad de investigadores	01/06/2012	nº acciones de movilidad
16	MEJORA CIENTÍFICA	incrementar nº proyectos internacionales	01/06/2012	nº proyectos
17	TRANSFERENCIA	incrementar las acciones de valorización y transferencia	01/06/2012	nº convenios y patentes
18	INTERACCIÓN TERRITORIO, TRANSF.CAMPUS SOCIAL INTEGRAL	incrementar programas de interacción con el territorio	01/06/2012	nº programas y participantes
19	INTERACCIÓN TERRITORIO	Elaborar un Plan de Comunicación	31/12/2011	documento
20	INTERACCIÓN TERRITORIO	Modificación de la Web del UABCEI	31/12/2011	web





Tabla V. Uso de Recursos

Actuación	Ámbito	Personal	Gastos Corrientes	Inversión	Total
1	MEJORA DOCENTE, IMPLANTACIÓN EEES		12.900		12.900
2	MEJORA DOCENTE, MEJORA CIENTÍFICA, IMPLANTACIÓN EEES		2.428.571		2.428.571
3	MEJORA DOCENTE, MEJORA CIENTÍFICA, IMPLANTACIÓN EEES, TRANSFORMACIÓN CAMPUS		38.779,52		38.780
4	MEJORA DOCENTE		80.000		80.000
6	MEJORA DOCENTE, MEJORA CIENTÍFICA, IMPLANTACIÓN EEES		95.000		95.000
8	MEJORA DOCENTE			237.787	237.787
9	MEJORA DOCENTE, IMPLANTACIÓN EEES, TRANSFORMACIÓN CAMPUS			8.101.719,16	8.101.719
12	MEJORA CIENTÍFICA	57.071,09	2.413		59.484
14	MEJORA CIENTÍFICA			1.100.000	1.100.000
15	MEJORA CIENTÍFICA	43.920,86			43.921
19	MEJORA CIENTÍFICA	44.193,5	64.038		108.232
20	MEJORA CIENTÍFICA, TRANSFERENCIA		205.500		205.500
21	MEJORA CIENTÍFICA		860.000		860.000
22	TRANSFORMACIÓN CAMPUS		30.000		30.000
23	TRANSFORMACIÓN CAMPUS, IMPLANTACIÓN EEES, INTERACCIÓN TERRITORIO			1.900.034,24	1.900.034
25	TRANSFORMACIÓN CAMPUS, INTERACCIÓN TERRITORIO	113.000	270.000		383.000
28	TRANSFORMACIÓN CAMPUS, INTERACCIÓN TERRITORIO		1.092.500	522.000	1.614.500
29	TRANSFORMACIÓN CAMPUS		213.000		213.000
30	TRANSFORMACIÓN CAMPUS	12.000	48.000		60.000
31	IMPLANTACIÓN EEES			206.000	206.000
34	TRANSFERENCIA			880.000	880.000
35	TRANSFERENCIA		10.000		10.000
37	TRANSFERENCIA			260.935	260.935
38	TRANSFERENCIA			209.647	209.647

39	TRANSFERENCIA			300.000	300.000
40	TRANSFERENCIA			1.000.000	1.000.000
41	TRANSFERENCIA			303.669	303.669
42	TRANSFERENCIA		10.000		10.000
43	TRANSFERENCIA	13.684	5.600		

## UAB<sup>CEI</sup> GOVERNANCE MODEL

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### Introduction

One of the transversal actions of UAB<sup>CEI</sup> is the definition of a governance model for the aggregation of entities, which would give stability and strategy. The alignment of interests of the institutions that form part of the aggregate commitment should ensure that, without reducing the capacity of action of each of them, get a degree of planning and implementation that integrates these interests in a really efficient way. At the current time is essential for UAB<sup>CEI</sup> creating an instrument to provide more strategic and projection, visibility, and enhanced executive power and monitoring the goals set by the participating agents.

Making this decision is behaving a profound reflection on the most appropriate legal form, which will have as a final purpose the promotion of research and knowledge transfer. The activities of this government of UAB<sup>CEI</sup> will be:

- Definition and implementation of strategies of the UAB<sup>CEI</sup> project.
- Promotion of innovation projects, training and cross-type exchange.
- Development of internationalization projects and coordination with other clusters and agents.
- Strengthening of the projection and representation of UAB<sup>CEI</sup> in the territory, a a national and international level.

### Operational structure

UAB<sup>CEI</sup> evolution of two years has generated the definition of a structure, until now basically operational. There is the figure of a Coordinator CEI, under the political direction of the ViceRector for Strategic Projects and Planning, under the management of ViceManager of Research. The next proposal was to form an executive body, following the model of an Executive Committee composed of the main entities joined the project UAB<sup>CEI</sup>, chaired by the Rector of the UAB. The rest of up to 76 member institutions added as an advisory body.

In any case, this structure depends on whether it is ultimately decided a more demanding, a foundation, or a more flexible model, an association. This decision should be made at short notice (there is a specific requirement for funding to implement this process in the call CEI 2011), although due to the political connotations, is requiring a long process of reflection and debate.

Join UAB<sup>CEI</sup> structure would provide the following benefits to its members:

- Participation in the definition of policies on innovation, technological development, knowledge transfer and training of all staff mobility
- Participation in the innovation projects, training and exchange and in those coordinated actions to boost the UAB<sup>CEI</sup>.

-Access to the possibility that its members can be recognized researcher linked to the Universitat Autònoma de Barcelona, leading a privileged access to various services of the UAB.

The governing body of UAB<sup>CEI</sup> will have the assistance of the CEI Technical Office, headed by a Manager / Executive Director. This figure will be selected from senior professionals in the management of institutions, mainly nonprofit and innovation management. This office, staffed by a team of people trained in the field of project management, carry out the coordination of various project activities of the UAB<sup>CEI</sup>, the follow-up, and the coordination of actions with partners attached. Also there will be an Advisory Council composed of people representing the highest level of academic, business and social, national and international, whose functions will be to analyze and evaluate the development of project activities and recommend actions to be taken for improvement, propose new initiatives, and advise on those matters requested by the UAB<sup>CEI</sup>.

Finally, in the aggregate governance framework UAB<sup>CEI</sup> and the four main areas of knowledge (health sciences, natural sciences and technology, environment and climate change, and social sciences and humanities) will be set up sectorial clusters. Each area of knowledge or "knowledge community" will have a Coordinator, appointed by the government of UAB<sup>CEI</sup>. Each cluster will consist of groups of UAB research and technology centers in the sector, as well as business and / or associations of companies and other local and regional development (municipalities, public agencies for innovation). Each cluster must agree on strategies, objectives and action plans which are designed to last to constitute a backbone of an "intelligent territory." These agreements must provide a work plan four years ahead with the following actions:

- Definition of strategic research lines for the cluster.
- Realization of international masters and doctorates.
- Definition of policies for knowledge transfer and technological innovation.
- Definition of personal mobility plans among the agencies and talent recruitment.
- Enhancing the employability of people directly and indirectly related to the cluster.
- Definition of strategic corporate communication.

Each cluster will report annually, its activities and level of development of the work plan.

