

Executive Summary

This ambitious yet realistic project is a joint initiative of the Complutense University (UCM) and the Technical University of Madrid (UPM), together with other institutions located on the Campus, such as the CIEMAT, the CSIC and the INIA. The project aims to sustainably transform the Moncloa Campus into an **international reference in research, education and innovation**. The Moncloa Campus defines itself as **sustainable, health-aware and socially responsible**.

The Campus

Our proposal specifically targets the Moncloa Campus and the various institutions located there, although it is also directed to other neighbouring institutions or those with close links to the promoting universities.

The University City – the Moncloa Campus – was established in 1927, on a 460-hectare estate, in the northwest of Madrid, as a comprehensive campus to bring together education, science and culture. Today, it is fully integrated into the city of Madrid. In 1999, the University City was declared to be a site of cultural interest by the Community of Madrid on account of its architectural, scenic and environmental value. This makes it a conservation area with strict limitations for new building.

The Campus houses the two promoting universities, as well as the centres of research institutions such as the CSIC, the CIEMAT and the INIA, among others. This makes the Moncloa Campus, with its more than 10,000 researchers and 10% of Spain's scientific output, a **unique environment** for creating synergies that can be channelled into higher education, research, innovation and the social and cultural projection of the university in Spain. Eighty-two years after its foundation, the Moncloa Campus project endeavours to take the lead again and meet the challenges of the 21st century by combining the knowledge triangle and social responsibility.

Strategy

The Moncloa Campus is a **new project**, with its own identity (logo, headquarters, URL), founded on a **general agreement of cooperation between the two coordinating universities** and resulting from a Strategic Plan designed with the active participation, involvement and complicity of the various partners. The general agreement stems from the idea of **sharing** a campus, as well as the physical and human resources for teaching and research, and above all, partaking in a common vision regarding the role that the Moncloa Campus should play in the international scene and a common goal: excellence.

The Moncloa Campus aims to be a space for connectivity among its partner institutions, which allows them to exploit the resources deriving from their complementary nature and to benefit from the individual strength of each of them in order to transform diversity into power and, in a joint effort, to progress towards the future.

For this purpose four strategic areas have been devised:

- a. **Research Area (Creating):** achieving scientific excellence.
- b. **Teaching Area (Sharing):** connecting and coordinating teaching.
- c. **Management Area (Connecting):** achieving excellence in services.
- d. **Social Responsibility and Sustainability Area (Growing):** promoting institutional and individual commitment to social and environmental sustainability.

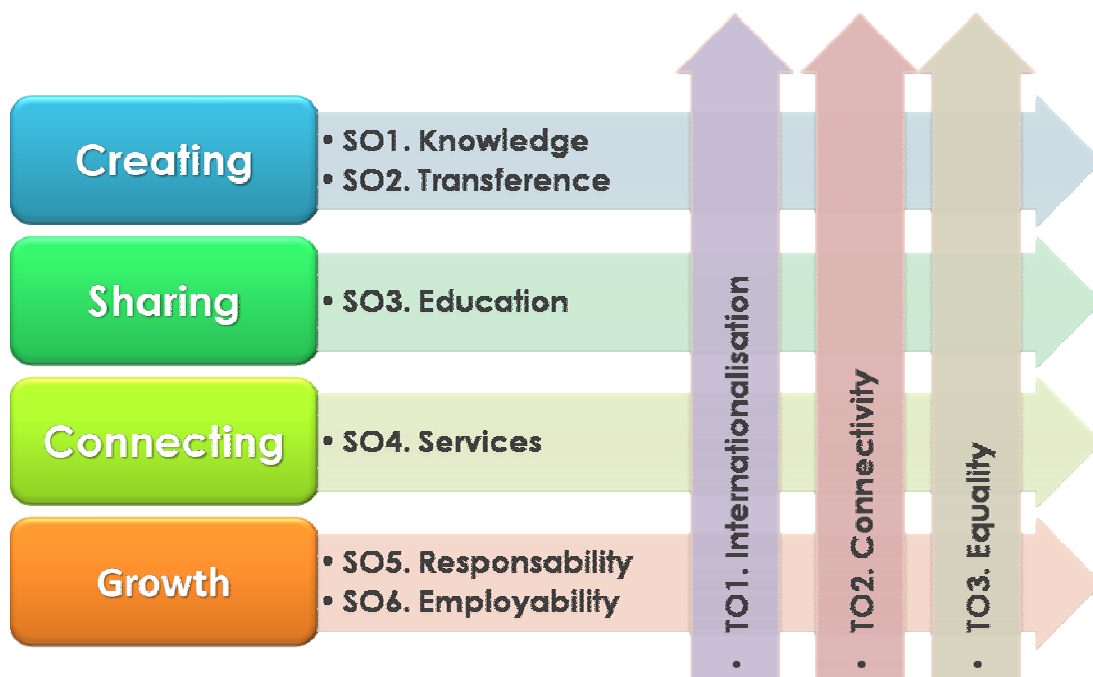


Strategic objectives

There are six main guiding objectives and three overlapping general ones associated with the strategic areas:

1. **SO1 - Knowledge:** to be a centre of reference in knowledge and technology, particularly in the cluster areas.
2. **SO2 - Transference:** to take a qualitative step in university-business-society collaboration.

3. **SO3 - Education:** to generate a unique training identity as a guarantee of professional excellence with European-wide recognition.
4. **SO4 - Services:** To improve management and services for students, teaching and non-teaching staff and visitors.
5. **SO5 - Social Responsibility and Sustainability:** To carry out social, environmental and health-related improvements on the campus.
6. **SO6 - Employability:** to promote the employment and employability of students on campus by facilitating study/work compatibility.
7. **TO1 - Internationalisation:** to increase the internationalisation of the campus in all areas.
8. **TO2 - Connectivity:** to ensure permanent connections between individuals, research groups in their respective areas, the institutions and their environment, as a tool and driving force for the campus.
9. **TO3 - Equity:** to promote Gender and Social Equity on campus, eliminating physical barriers and paying special attention to those with disabilities or special educational needs.



In order to achieve these goals, there are a number of general actions that constitute the foundations of the project, among others:

- The Campus project, directed at regenerating the shared grounds of the Campus from the perspective of urban planning, environment and mobility.

- The Headquarters project, aimed at restoring and adapting the main building of the Head Office to the various needs of the Campus government, administration and services.
- The adaptation of teaching facilities to the requirements of the EHEA.
- The projects of University Residence and the International Meetings Centre.
- The Healthy Campus, Gender Equality and Accessibility plans.
- The International Office for Communication and Knowledge Promotion and the International Visitors and Reception Centre.
- The Campus Employment Programme.

Thematic Clusters

We are well aware that scientific excellence is based on specialisation. Therefore, in order to succeed in the development of the strategic area of knowledge, we have defined **five thematic clusters**. The distinctive strengths in each of them converge to create unique configurations marked by their innovative and interdisciplinary character, being not only highly competitive at the European level, but also capable of producing significant progress in scientific research and in knowledge transfer. These clusters are the five pillars that make the Moncloa Campus architecture prominent and visible:

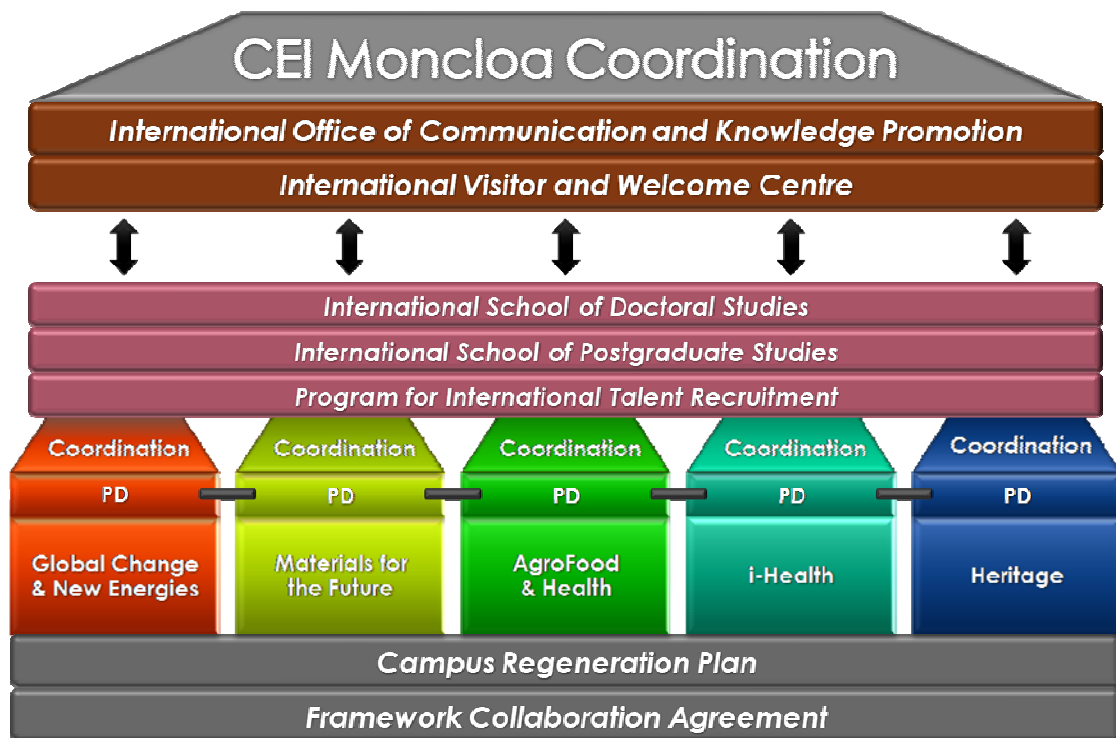
- a. **Global Change and New Energies:** integrates the various groups of the Campus working on environmental matters and new energies. The partnership of the CIEMAT, the top Spanish scientific institution in energy and environmental studies, and its outstanding facilities (Nuclear Fusion Reactor TJ-II, Technofusion) is a real added value to the cluster.
- b. **Materials for the Future:** integrates those research groups of highest standard that are working with structural and advanced functional materials, as well as biomaterials, together with two specialised scientific and technical units (ISOM and CMA).
- c. **Agri-Food Industry and Health:** includes, encompassed in the Moncloa Agri-Food Corridor, the activities of the groups working in the specialist areas of agricultural and livestock production, and the processing of safe, healthy and high-quality food products for human and animal consumption.
- d. **Innovation in Health:** takes advantage of the on-campus presence of the centres of Biomedicine, the University hospitals and experts in Information and Communication Technologies oriented towards applications in Healthcare to improve quality of life.
- e. **Heritage:** takes advantage of the existence in the Campus of the School of Architecture, and the Faculties of History and Geography, and Fine Arts, as well as of the research groups and laboratories for the study of science and technology of heritage. This will allow

for an interdisciplinary and global approach to the study of all things related to the discovery, restoration, preservation and appreciation of heritage.

Each cluster presents a series of thematic initiatives in the different areas of action established in the call for proposals. Among them, the following are of significant relevance: the creation of maps and infrastructure networks for the exploitation and the various services of the Campus; the construction of a Multipurpose Bio-climatic Building (EBM) for research groups and infrastructures associated to the cluster of Global Change and New Energies and the installation of spin-off bioincubators.

In order to consolidate the project and to achieve a far-reaching international dimension there are several important general actions that have been planned based on the actual clusters:

- The Talent Recruitment Programme
- The International School of Postgraduate Studies.
- International School of Doctoral Studies.



Director Plan (PD)

Governance

The structure of the Moncloa Campus culminates with a governance system specifically designed to guarantee the success of the project and its effective coordination and administration. The system comprises a set of indicators in each vertex of the knowledge triangle and in the social responsibility area, creating a balanced scorecard that will allow efficient comprehensive governance and strategic decision-making.

The table below contains an overall summary of the budget for the project. Its success will depend on gaining support from public administrations, universities and private institutions to obtain the funds necessary to implement the actions. Up to now, the response to our proposals has been highly favourable judging from the comments received.

The Campus, the people living in it and the city, all of them collectively incorporated in the city of Madrid, will be the main beneficiaries of this venture. The Moncloa Campus is **a sustainable, health-aware and socially responsible campus**. The project includes specific actions focused on restoring its landscape and its architectural and cultural heritage, as well as on its didactic potential and its use as leisure grounds for the citizens. The project aims to optimise energy consumption and promote sustainable transport and improvements in well-being and coexistence. The project will provides full access for persons with disabilities, offer equal opportunities, promote gender equity and foster talent and international aid causes.

21st century society is characterised by its complexity. The response to the new challenges requires the integration of multiple aspects and the convergence of different approaches. The Moncloa Campus incorporates diverse institutions and is based on multi-disciplinarity and horizontality; it aims to attract students and researchers from the entire world, with their particular languages and cultures. It also has, as one of its main scientific objectives, the protection of the environment. In short, the Campus is firmly committed to **the Power of Diversity** to achieve excellence and sustainable development.

Budget (euros)

(Only' €28,265,600 of the budget will be required from the CIE program)

SCOPES	2009	2010	2011	2012	TOTAL
a) Improved Teaching / EHEA Deployment	€10,000	€1,500,000	€1,907,000	€408,000	€3,825,000
b) Scientific Improvement / Transfer	€5,700,000	€16,612,000	€22,613,000	€19,825,000	€64,750,000
c) Comprehensive Social Campus./ Interaction with the environment	€3,200,000	€13,636,000	€21,845,800	€21,409,000	€60,091,000
TOTAL	€8,910,000	€31,748,000	4€6,365,800	€41,642,000	€128,666.200