

**2014 Assessment of the progress of CEI projects**  
**Project Evaluation Form**

<b>Evaluator</b>	Final Report
<b>Project Reference</b>	Moncloa Campus: The Power of Diversity
<p><b>General Comment:</b></p> <p>This is a strong centre with many achievements, meeting and exceeding the strategic aims, which are embodied in actions. However it seems that it incorporates too many fields and entities and lacks clear criteria and prioritizing in the allocation of resources.</p> <p>Although it seems that there is a closer collaboration between the two universities, still bureaucratic obstacles and the decision to extend their collaboration to other campuses as well, prevents them from fulfilling part of their potential.</p> <p>It is clear that <i>"coordinating the efforts and interest of two large universities, with at times differing cultures and interests, can be complicated"</i> (p. 56), but this is exactly the goal of a joint centre.</p> <p>The instrumentation through clusters seems to be innovative and potentially successful to achieve the four milestones that were raised in the design of the project, especially with regard to Scientific Improvement and Transfer of Knowledge and interaction with the territorial and business environment.</p>	
<p><b>Strengths:</b></p> <p>Good progress has been made in research publications in journals of high impact factor (like in the area of structural materials development), participation in the EU framework (such as the Guadarrama Monitoring Network), investment in infrastructure (like in the case of the National Centre for Advanced Electron Microscopy), teaching technologies (like in the Campus Virtual and the initiative to produce MOOCs) and activities targeted at the community at large (summer courses, conferences, and exhibitions). The level of progress however is different in each of the clusters composing the CEI.</p> <p>Aggregation with entities involved in the different areas through clusters.</p> <p>The ability to finance its activities managing national and international resources and of the productive and business sector involved ensuring continuity in the future.</p> <p>The use of the potential of two major universities as an academic and scientific reference.</p> <p>The involvement of the international community, both at academic and industrial levels.</p> <p>The thematic clusters especially in sustainable mobility, global change and new energy and cultural heritage, are a valuable contribution to the country and community at large.</p>	
<p><b>Weaknesses:</b></p> <p>There seems to be much more emphasis on Master programs than on doctoral programs. In several clusters the internationalization aspects are still limited. Administrative obstacles still make it difficult to merge study programs. The cultural heritage cluster seems to lag behind the other ones.</p> <p>It is not clear in the report the benefits for business development that have been achieved in the creation, implementation and commissioning of the clusters.</p> <p>Achieving the materialization of these results in innovation and development in the production and business sectors would be a contribution of the CEI to the economic</p>	

and social development.

No very active participation of undergraduate students that are not necessarily encouraged by the research.

**Potential Impact:**

Taking into account the fact that these are two very strong universities, their combined effort can make huge impact in certain areas especially in R&D. However, in order to achieve this goal, better coordination and closer collaboration is needed.

The CEI can be of great benefit to the different subject areas of the clusters and to the academic and scientific community. The alliance university - business can become a national and international reference if it could implement the results in measurable and tangible benefits for the productive sectors and the community.

**Recommendations:**

Do not spread your resources too thin... make your priorities clear... invest additional efforts toward international collaborations, especially North America...

Additional grants for doctoral and postdoctoral fellowships are needed.

Continue with clusters and associated actions. Analyze whether it is true and viable to address the identified weaknesses. Consider the socialization of this experience at least in the academic and business world.

**Score:** A. Good progress.

**Decision's Proposal:**

Consolidate the CEI label. Continue beyond the end of the CEI programme to develop Campus Moncloa into a reference for other CEI at national and international level.