



## CEI UAM+CSIC Actions Summary

*Leading the social, cultural and economic development of Madrid North*

## Contents

<b>1. ACTIONS .....</b>	<b>3</b>
1.1 TEACHING IMPROVEMENT .....	3
1.2 SCIENTIFIC IMPROVEMENT .....	6
1.3 TRANSFORMATION OF THE CAMPUS FOR THE DEVELOPMENT OF AN INTEGRATED SOCIAL MODEL.....	10
1.4 IMPROVEMENT AIMED AT IMPLEMENTING AND ADAPTING EEES .....	14
1.5 TRANSFERRING KNOWLEDGE AND RESEARCH RESULTS TO THE BUSINESS SECTOR .....	18
1.6 INTERACTION BETWEEN THE CAMPUS AND ITS TERRITORIAL ENVIRONMENT.....	20

## 1. ACTIONS

### 1.1 TEACHING IMPROVEMENT

**F101 Instituto de Formación Continua.** In order to integrate the different permanent training initiatives taking place at university in the same field, we propose the formation of an Instituto de Formación Continua de la Universidad (IFCUAM). This centre will boost permanent training programmes from a wide range of viewpoints. This includes both local cooperation with surrounding entities, as well as the international dimension of the training offer, whether it requires full attendance, semi-attendance or it is a distance course.

**F102 Centro de Estudios Jurídicos Superiores.** This Centre comes as an ambitious response to the provisions of Law 34/2006, of 30 October, regarding the access to areas of expertise as lawyer and court solicitor. It sets the conditions to obtain the corresponding professional qualification as collaborators within the exercise of the fundamental right to effective judicial tutelage, and thus assigns the cooperating universities and professional boards the corresponding training task. Both initiatives would be carried out at a multi-purpose building integrating some of the proposals of the Excellence Campus explained in this strategic plan. This would include videoconference and meeting rooms, as well as multi-purpose rooms. It could also be used as the place to hold congresses, courses and seminars for postgraduate studies, etc.

**F103 Centro de Recursos para el Aprendizaje y la Investigación.** An excellence University must have an excellent library, and the University library in Spain - alike the University itself - is undergoing deep transformations. The UAM needs to renew libraries in three faculties (Psychology, Teacher Training and Economics), which are clearly below the average University level regarding this kind of services. However, when it comes to facing this challenge, *we are no longer considering a traditional University Library*. In order to provide an adequate response to new needs, we have chosen a new university library model, which fully embodies the definition stated in the University Statutes: a Resource Centre gathering those fields of

University that are directly connected to teaching and research support: library, computing, audiovisuals, creating digital objects for teaching, study rooms and classroom bookings, etc. This new space, which has been designed to assist a third of the university community, must respond to EEES expectations. This building is located in Section 10 within the Special Internal Modification Plan of the UAM, has an available surface of 5,000 m<sup>2</sup>, and is located in the centre of Cantoblanco Campus.

**F104 International Postgraduate UAM 2015.** The UAM postgraduate studies have gone through a deep sequence of changes in the last few years, as a direct consequence of the changes taking place within the legal framework. As this phase is about to end, the UAM is considering guiding this effort towards its capacity to attract students, which should be reflected in a clear increase in enrollments in the following years, both for Masters and PhDs. This effort is organically connected to actions foreseen in the scientific improvement section, so these actions will be aimed at attracting not just the best students in our area (Madrid), but will also be projected both at national and international levels.

Bearing in mind the potential available, in the next 4 years we could significantly increase the number of students enrolled, both in Masters and PhDs, so the number of enrollments could reach 20% of the total number of students at the University. This would also result in a large increase in the number of doctoral theses presented, which is the first step to train researchers. An additional boost will be given to those more popular Masters, which will be given in English, including special grant programmes and hiring additional staff who speak this language.

**F105 Innovation in Teaching UAM 2015.** Innovation in teaching has a single purpose: improving the teaching-learning processes. Such processes had already been planned with the implementation of the EEES. Its success will greatly depend on the ability of the University to generalise the experience acquired throughout the last few years in teaching innovation programmes. It is therefore a strategic project within the teaching improvement area, and will be reflected in the quantitative criteria of academic excellence: graduation, leave and efficiency rates. Throughout the next few years, the UAM summons for Teaching Development

will be aimed at implementing the *Tutoring Action Plan* and the assessment of teaching activities according to the ANECA *Docentia* programme.

**F106 On-line teaching programme.** This programme aims at promoting creation and consolidation within the UAM Digital Campus as an online training community and a virtual teaching-learning area, making a special emphasis on the development of training programmes for professors and improving the use of ICT teaching platforms as a digital resource for Postgraduate Programmes, as well as in Permanent Training. More specifically, the idea will be to boost the addition of the Professor's Page - the current tool used by the UAM - and the Moodle platform, so that the former is used for teaching models requiring minimum technology, and the latter for more complex models.

**F107 Quality Guarantee System.** This project aims at defining the UAM policy and quality objectives, as well as defining an associated system of indicators that will allow us to gather information about everyday activity in each field, also regarding compliance with the set objectives. Therefore, we will have reliable and adequate information to obtain indicators, as well as develop a computerised management tool that will help with result analysis, report writing and access to information on behalf of university managers. Therefore, certain necessary mechanisms and processes will be established for the publishing and promotion of results, in order to inform the relevant groups and the whole university community about how objectives were reached. This project will be presented to the ANECA AUDIT summons.

**F108 Student Participation.** This action programme intends to assist students from an integrated view. In the first place, strengthening the systems to attract students with good academic records in Secondary School and Vocational Training. Additionally, improving the reception system. Students will have a tutor who will guarantee academic information and guidance throughout their studies. On the other hand, student participation will be boosted in government bodies and commissions in charge of the follow-up and quality of the degree and master qualifications. In addition, students' self-management will be strengthened in the fields of cultural activities, scientific interest and discussion. The university community will learn about the work carried out by the students through Association Forums.

## 1.2 SCIENTIFIC IMPROVEMENT

**F201 General strategies in the areas of nanoscience and nanomaterials.** The emergence of the interdisciplinary area of Nanoscience and the fortunate entering of numerous groups in the different institutes into this field has placed Nanoscience and Materials as one of the lighthouses in our search for the international excellence. In order to achieve that, we aim to develop a variety of actions of aggregation and integration that include the construction of new research centers: IMDEA Nanoscience; Institute for Science and Technology of Polymers CSIC-UAM (see F203); and the set up of new potent infrastructures: Center of nanofabrication (see F204); Center for High Resolution Electron Microscopy; Creation of the Servicio InterInstitutos de Caracterización de Materiales (see F202).

**F202 Inter-institute service on Characterisation of Materials.** Its objective is to design and construct a new service centre to characterise materials whose joint use and management between the UAM and the CSIC would allow for the access of costly infrastructures that could only be acquired collectively and would complement those already in Campus. These services must include the latest equipment and the suitable number of scientific and technical staff to ensure efficient use. This way, we would achieve a qualitative step in the services that will be accessed by all campus researchers, as well as researchers from other institutions and businesses around CEI UAM-CSIC.

**F203 Transfer to the UAM Campus of the Instituto de Ciencia y Tecnología de Polímeros.** The main idea behind transferring the ICTP to Cantoblanco Campus is to complement the campus research in the field of Material Science with the polymer branch that has not been significantly implemented yet. The aim is to create a mixed UAM-CSIC centre allowing to share the common Campus resources and help towards cooperation tasks with laboratories in other areas of Material Science, adding the participation of its researchers in postgraduate teaching tasks in combination with the UAM.

**F204 Centre of Nanofabrication.** The project is based on the creation of a mixed Centre for Nanofabrication and Nanolithography in the UAM Campus. The centre would operate in the field of the manufacture of nanostructures using different lithographic methods, ranging from

‘soft lithography’ to lithography through beams of electrons and/or ions. It would be designed to allow access to internationally competitive nanofabrication techniques to UAM Campus users within the CEI UAM-CSIC project framework. Based on the optimisation principle of available resources, the Centre would be located in the ‘white room’ at IMDEA Nanoscience.

**F205 Bio UAM+CSIC (BUC).** Among the main objectives of the BUC, the most ambitious is to establish a Biomedical Park (BioMed Park), which would coordinate basic and clinical research as well as other technological developments linked to human health. The creation of the BioMed Park will be complemented by two initiatives, a study for the establishment of two research centres, one in which to relocate the existing Pharmacological Institute *Teófilo Hernando* (ITH) and another for translational medicine, which would fill an empty niche in biomedical research at the BioMed Park. A second major objective is, to establish and/or improve technological platforms and coordinate with other already operative in the campus (F211)

**F206 Food Studies Platform.** With the aim of international projection, the project “Food, Genes and Health: Platforms of Research, Development and Innovation” seeks to agglutinate in the UAM a scientific environment sustained by centers of excellence in food research and at the same time, an environment of transference to the society the advances in Food Sciences and Nutrition. The project consists in two platforms: Platform of Studies of Nutrigenomics and Nutrigenetics- **INTERDIETGEN** and Platform of Food Research Transfer and Innovation- **NOVALINDUS**.

**F207 Mixed UAM-CSIC Institutes for Theoretical Physics and Mathematics.** The Instituto de Ciencias Matemáticas (ICMAT) and the Instituto de Física Teórica (IFT) have an ambitious architectural project. A new building is being completed at Cantoblanco Campus, featuring two wings and a central part; one wing will host the IFT and the other will host the ICMAT, so the central area will be used for common services (library, management, conference room, seminar room, restaurant-café). This special building is undoubtedly the greatest infrastructure made in Spain for research in Theoretical Physics and Mathematics, and it puts the CEI UAM+CSIC in a privileged position in both disciplines, favouring the appearance of important synergies amongst researchers from both institutions in the following years.

**F208 Creation of Centro de estudios internacionales y comparados UAM-MADRID.** Creation of a research institute to be located in the UAM as a key contribution in social and legal science towards the transformation of this university into the Excellence Campus. It is a centre that must combine legal experts and social scientists, whose objective is to study any phenomenon to do with power or government and institutional regulation with an external dimension outside the Spanish one, whether it is the study of the organisation of international or global processes as such or because it is another different political-legal reality, without prejudice to the fact that the Spanish case could be another element of compared logistics. This way, any of the scientific-political and legal areas of expertise has the chance to be a part of the Centre and also promotes the internationalisation of its activity.

**F209 Creation of Centro Interdisciplinar de Formación e Investigación (CIFI) en Sostenibilidad.** At the UAM there are many groups developing top research lines in terms of sustainability. It offers six masters connected to this field. The objective of the CIFI in terms of sustainability is to coordinate, promote and boost collaborations and actions in this area through the UAM, with selected external partners, so they can help to build a sustainable future.

**F210 Supercomputing Node.** Many are the research groups working at the CEI UAM-CSI for whom intensive computing is an essential work tool. The development of the current Centro de Computación Científica (CCC) is currently under study until it is turned into a Supercomputing Node (NSC) with the aim of i) increasing the number and improving the accommodation installations and the current calculation services at the CCC-UAM; ii) increasing the number of services offered both internally for the Campus and externally to other entities or businesses; iii) integrating the Campus NSC in the Red Española de Supercomputación and in other European networks.

**F211 Campus Scientific-technological platforms.** A very relevant aspect to place the CEI UAM-CSIC research on the first level both nationally and internationally is the creation of theme departments for the management of scientific-technical infrastructures, as well as others to support and boost the already existing ones on campus, the Servicio Interdepartamental de Investigación (SIdI) and the PCM. These departments are key to reach scientific leadership in



different areas of the CEI UAM-CSIC. The technological platforms will include Proteomics, Genomics, Metabolomics, Optical Microscopy, Electron Microscopy, Cytometry and Animal Models.

**F212 Centro Interdisciplinar de Formación e Investigación en Ciencia de los Servicios.** We intend to establish a second interdisciplinary center devoted to Service Science, Management & Engineering Activities (SSME), which will allow our University to connect with an international initiative where places such as the University California at Berkeley, MIT, Auckland, Sydney, Cambridge, Bocconi or Manchester already work actively.

**F213 Postgraduate Programmes of International Excellence.** The training of highly qualified researchers and professionals in the forefront of different strategic scientific and academic fields is critical for the consolidation of an internationally competitive campus and for the quality of future research and teaching activities. Our main aim is to implement in the 2010-2015 period a number (up to six) top-quality, high-standard International Masters and PhD Programs, able to attract and train talented and highly motivated graduate students from all over the world.

**F214 Initiative for attracting internationally prestigious researchers.** The objective is to launch a new Program for the recruitment of scientists of high international level and prestige that can have a strong impact and leadership in the research activity in our campus. Although the UAM-CSIC campus has in a variety of academic areas the potential, the critical mass and the advanced research facilities to be an attractive environment for first-class researchers world-wide, a truly internationally competitive University needs to be endowed with flexible hiring mechanisms to make it possible to compete with other Universities and research institutes in attracting top scientists and professors able to lead potent research groups, strengthen strategic research areas and/or incorporate novel methodological or conceptual approaches.

**F215 UAM+CSIC International Conferences.** A key issue for the success of the CEI UAM-CSIC initiative is to increase its international visibility. Therefore, the aim of this project is to create and support a new series of top and influential International Conferences, able to bring

together at the UAM campus renowned scientists to present and evaluate new data and ideas in cutting-edge areas of research. These UAM Conferences would thus encourage networking and international collaborations with scientists and professors from all over the world, and further boost the attractive of our Masters and PhD Programs, whose students could attend and actively participate in these meetings.

**F216 Spanish Mutant Animal Archive for Research and Technology (SMAART).** The SMAART wishes to respond to the need shown by researchers and businesses to generate new animal models while analysing the already existing ones. It will be located in a 9,500 m<sup>2</sup> building, in the plot provided by CSIC in its Arganda del Rey Campus, and is designed as a centre for training, scientific research and methodological development, in order to commission and provide new scientific services to the research, science and medical community, both public and private. Although it will not be located in the CEI UAM-CSIC area, it will still be considered as a major contribution for its strong Bio line.

### 1.3 TRANSFORMATION OF THE CAMPUS FOR THE DEVELOPMENT OF AN INTEGRATED SOCIAL MODEL

**F301 Plaza Mayor de la UAM.** One of the most emblematic and special projects carried out by the UAM is the construction at Cantoblanco Campus of a 20,000 m<sup>2</sup> building to provide general services to the entire University community, including CSIC staff. This Main Square will be located in the centre of the campus and the building design is based on the scenery, thus adapting to the land and creating a central open space as a kind of Agora or Square. This project will allow to generate the core of a real University City, favouring encounters and university life, expression, concentration and communication between new users, as it is a versatile space used like the town square, hosting a wide range of events.

**F302 e-Administración:** It wishes to improve in efficiency and efficacy regarding internal processes, better access and adaptation on behalf of the University of its services in terms of society's demands, and, ultimately, of the compliance with the principles of economy, efficacy and efficiency that are basic in public management.

**F303 Internet-Intranet:** The UAM will implement a **Corporate Site** as the main tool in its relationship with the University Community, where the aim is to join external Internet access as an external projection platform and as an access point to the service catalogue and management tools, and internal access to the Intranet as a place to share internal resources and as an internal communication channel. In this second access, we shall highlight the Employee Site for all staff working for this institution and the Professor's Page, a space for all University professors, explaining all key aspects of teaching management.

**F304 IP Telephony:** It represents the natural technological progress of the traditional telephone service, where the technological infrastructure of the common network to all applications (voice, video, data, etc...) is based only on a common IP network and it gives the chance to integrate traditional voice and other communication applications, thus favouring user mobility and almost universal access to the widest range of sources of information.

**F305 Social responsibility and commitment programme.** University volunteer programmes aim at raising long-term awareness amongst students, thus ensuring a change in their attitude and a social commitment that will last in time. The UAM intends to continue being the reference in this aspect, and suggests for following years a wide and ambitious programme that will provide efficiency and efficacy in the cooperative work for the development of the university itself, as well as boost online work with other Spanish and foreign universities. Some of the actions planned are: the **Programa de Voluntariado Internacional**, the **Proyecto de Fortalecimiento Institucional con Universidades del Sur** and the creation of the **Escuela Latinoamericana Universitaria de Formación y Voluntariado** within the Red Iberoamericana de Voluntariado Universitario por la Inclusión Social (REDIVU).

**F306 Comprehensive support programme for the handicapped and elimination of architectural barriers:** The Área de Atención a la Discapacidad has been working to ensure equal opportunities and full integration of university students with some kind of disability in academic university life. The result of these actions has allowed to provide assistance to 125 disabled students, out of which 80 need daily attention. Some of the actions planned for following years include starting a **Plan Integral de Atención a la Discapacidad** that may provide efficient and realistic responses to the needs and demands of these students. Therefore, we

need to raise awareness and sensitivity amongst other university members; improve attention, information and individual counselling for disabled students, thus paying closer attention to employment-related guidance and equal opportunities. It also aims at implementing the plan to eliminate architectonic barriers in all buildings and roads in the university campus, encharged to the 'Vía Libre' company, in collaboration with the ONCE and the INSERSO. This project will make a global investment of 6.5 million Euros and has covered around 40% of its actions in the last few years.

**F307 Comprehensive student support.** One of the main objectives of the UAM is for students to feel welcome and integrated in the campus from the moment they arrive. This idea, which has been developed for some time, is expected to be consolidated with a wider welcome project, whose main student service point will be outside Renfe train station. Here, students will receive information about the centres and resources available on campus, as well as plans to allow students to find their way and move to the different locations. Information will be provided both in English and Spanish. A second student service point will be located next to the Main Square, also near the bus entrance to the campus.

**F308 Gender Equality Unit.** At the UAM, awareness about equality policies arose before the law made it compulsory, and the creation of the Observatorio de Género was passed at the Government Council (Dec. 2006). Ever since, the Observatoire has developed different actions and - based on previous experience - it suggests transforming it into a 'Unidad de Igualdad de Género'. The development of this project will allow to create the bases of the UAM equality policy, and link the international excellence of the current project to the lines, problems and actions of greater impact and social projection, thus generating an international communication network between Unidades de Igualdad from different universities. It will also promote and transfer any information generated from the Unit to the entire university community and society in general.

**F309 UAM zero emissions programme: renewable energies and energy efficiency.** One of the UAM's objectives is the reduction of energy consumption by progressively installing elements providing greater efficiency and levels of illumination, as well as the creation of experimental plants for alternative energies that could make the UAM move towards a certain energetic

autonomy. Its most important projects focus on promoting the development of renewable energies by creating three installations: a great solar photovoltaic installation (1000Kw) managed by the T-Solar company on the roofs of several buildings and car parks, a thermal solar installation designed for the university indoor swimming pool, which will provide hot water, and a third photovoltaic installation on the Psychology Faculty roof, managed by Fundación Tierra and aided by professors, students and various members of the UAM university community.

**F310 Encouraging sustainable movement: public transport and bicycles.** In order to reduce the current levels of CO<sup>2</sup> emissions, the UAM is developing different initiatives to promote public transport and reduce the number of private vehicles accessing the campus. One of the main initiatives is the agreement signed with ALSA to work jointly in promotion projects and improve the access of public transport into the UAM. The idea is to also provide financial aid for those PAS and PDI staff members who can justify the use of public transport to go to university.

**F311 Comprehensive Waste Management.** As Cantoblanco Campus is outside the urban area, it is almost like a medium city. This is why it must have its own efficient system for integrated residue management, which can be used as a model for other institutions. In this sense, the aim is to build - in collaboration with the City Council of Madrid - a 'Recycling Plant' where several containers could be placed for all the kinds of waste generated at university, especially those toxic and dangerous residues produced in teaching and research activities. They are also working on a project for an experimental compost plant that will use the organic waste created at the campus itself.

**F312 Programme for the saving, purification and reuse of water.** At a time when the scarcity of water is becoming an increasingly important problem, a university with over 40,000 users needs to define an efficient management policy for this basic resource. This is the reason why the suggested actions focus on three paths: boost consumption savings, clean waste waters following high-quality criteria in the final effluent, and reuse purified waters. The most significant project in this policy is the renewal of the current Estación Depuradora de Aguas Residuales (EDAR) of Cantoblanco Campus, with the addition of a rotating disc technology,

which can obtain quality levels in the final effluent that will allow it to be used to water green areas. In addition, the idea is to audit all laboratories and installations to implement recommendations and demands from the 'Ordenanza para el uso eficiente del agua' of the City Council of Madrid.

**F13. Encouraging the use of bicycles.** Another relevant proposal is to promote cycling, both inside and outside the Campus, using the cycle lanes leading to nearby towns. In this sense, the aim is to create points to borrow, rent and maintain the bicycles, managed by student associations. These points will also offer other activities connected with the use of bicycles, so that we can create a sustainable movement culture that can expand from the university community to the rest of society.

**F314. International Promotion and Welcome Centre.** This programme intends to strengthen the UAM Acogida y Atención Internacional office, which offers to carry out management and deal with individual issues in order to help with the welcoming and integration of all foreign visitors arriving at our university, whether they are students or researchers. The aim is to speed up the paperwork to be done by visitors and the foreign office, obtaining visas, official approval of certificates, medical insurance, etc. in order to improve the quality of their stay. It also aims at raising awareness and involving the entire university community in the integration of this group.

#### 1.4 IMPROVEMENT AIMED AT IMPLEMENTING AND ADAPTING EEES

##### **F401. External teaching spaces.**

**Madrid Ecosystem Garden.** The objective is to transform a 17,000 m<sup>2</sup> plot - located in the centre of the campus - into a garden that can become the reference point of all main ecosystems in Madrid. The project was created by the prestigious Ecology professor Fernando González Bernáldez, and it includes the main elements in the scenery of Madrid, with a design that is far from the organisation of classic botanical gardens. It has an open-air classroom, a rock garden and a mineral museum where practical lessons can be carried out and different

subjects can be taught in the open air, mainly for degrees and postgraduate studies in Geography, Biology and Environmental Science.

**Artificial Wetlands.** These artificial wetlands mean great support to teaching and research in limnological studies, as it allows to carry out practical lessons and simulations in a controlled atmosphere, close to laboratories. The creation of these spaces enables to significantly increase the number of practical lessons per year, without having to travel to faraway lakes. There would be different wetlands in various sizes and depths, simulating natural conditions and with different levels of eutrophication. They would be located in inside patios in the Biology building.

**Simulated Archaeological Dig.** Construction of installations that could be considered as a 'built deposit' with a teaching objective to practice archaeology studies. This deposit would allow for the reconstruction of a historical view of the construction process, as well as the experiencing of the techniques and strategies behind archaeological excavation. The installations to be built will simulate a typical agricultural construction in the area from the end of the 19<sup>th</sup> century. They will consist in some vertical facing built using materials and techniques of the time and will be spread out, with other parts of the building spread out in the adjacent land. This installation would be located near the Philosophy and Arts faculty to help with transport and daily teaching use.

**Rock and Mineral Museum.** The UAM has a collection of more than 600 minerals that have mainly been donations from some University professors. These samples are used as a teaching and research tool in mineralogy classes for students doing different specialties at the UAM. The project deals with the construction of installations that will be used to exhibit this collection and its future extensions. This project also wishes to show an exhibition of large rocks, some of which are connected with the diverse geology found in Madrid. Both installations would be located in the Madrid ecosystem gardens.

**F402. Construction of the new building for the Faculty of Teaching and Education.** The current installations, which are over 40 years old, are no longer suitable for the increasing number of students who in the last few years have enrolled at this centre. These conditions to transform spaces adapted to the European framework and active learning methods have led to

institutional investment in a new building for the Teacher Training and Education Faculty. There is a definition of needs and an architectural project is being created in the new Centre; it is 18,000 m<sup>2</sup> large and is located in the north of the campus. The construction of this building involves altering part of the old modules, which will allow to improve safety measures and firefighter access to the modules of other faculties.

**F403. New Laboratory Building for the EPS and University Institutes.** The new laboratory building in the Higher Polytechnic College, which is currently under construction and is in the east of the Campus, will have more than 6,000 m<sup>2</sup> distributed into four floors; the first two for specific laboratories and classrooms adapted to the teaching of the new Telecommunications degree. It also includes a graduate room, a meeting room and an anechoic camera. Part of the offices on the upper floors will be used for the different University Institutes and UAM research teams with higher protection levels and activity, thus providing them with common services and installations. Some of these spaces will be used as temporary rented areas for work spaces.

**F404. Campus de Excelencia Internacional Building.** This building is designed to provide the University with a central reference space for the CEI projects within Cantoblanco Campus, which will allow to offer its community the required resources to achieve optimal development in terms of permanent training; this means Masters, Higher Training Diplomas, expertise, improvement and further university study courses, seminars and training tailored for institutions and entities. It would have two floors for multi-purpose and conference rooms, which could be used both for postgraduate and permanent training actions, as well as to organise scientific congresses. It would also host the Instituto de Formación Continua and the Centro de Estudios Jurídicos Superiores, as well as other university bodies.

**F405. Aula 2015 Programme.** The adaptation of classrooms and laboratories is a process that has been developed for the last few years. However, as a way to boost this action, the *Programa Aula 2015* will be launched, including all actions connected to the transformation of classrooms in all centres. All classrooms, regardless of their seating capacity, must be equipped with a ceiling overhead projector, protected with some efficient safety system, a projection screen and two fixed speakers. Classrooms will have enough sockets to enable the



use of laptops. Furniture will be mobile and not attached, so that desks and chairs can be moved around depending on the kind of lesson (seminar, practical lesson...). Ideally, students' desks should be moved to create a larger common table (for instance, rectangular desks put together to make a large rectangle).

**F406. Languages and Translation Laboratory of the Faculty of Philosophy and Humanities.**

The planned actions aim at increasing, articulating and updating the services of the Language and Translation/Interpretation Laboratories in order to assist, starting in September 2009, the specific needs of new Degrees and Masters. It is a perfect moment to pose some actions to increase and systematise the use of these spaces and means, more specifically the different Language and Translation Laboratories (Language Lab, Centro Camões, Centro Cervantes Virtual, Translation Lab, Interpretation Lab).

**F407. Integration into the Workplace Programme.** Facing the achievement of a greater and better employment scheme for UAM students, and to shorten the gap between the UAM and society and the world of business, the '*Plan de inserción laboral de alumnos de la UAM*' has been commissioned, whose objectives involve the slow integration of UAM students in the labour market, so that the entities where they carry out their workshadowing experience allow them to use the theoretical knowledge they have gained in their degrees before finishing. In conclusion, the idea is to place students in a favourable position regarding their final integration in the labour market. In addition, it moves towards greater involvement and participation of the world of business in the UAM. The goal is to keep in constant touch with companies, who must let us know about their needs and expectations from the university.

Aside from this, there are other activities linked to university to do with graduates, such as:

- Studies carried out by the UAM Observatorio de empleo to analyse the level of employment they are facing.
- Organising the most important Empleo Universitario Forum in Madrid, in order to facilitate their insertion in the labour market.
- Assigning each UAM graduate an email address for life, so they can stay in touch with the university.

This is why the UAM is in close contact with its Asociación de Antiguos Alumnos, and pays special attention to employment.

## 1.5 TRANSFERRING KNOWLEDGE AND RESEARCH RESULTS TO THE BUSINESS SECTOR

**F501. UAM Programme for Transferring Technology and Knowledge.** It deals with the creation of a specific OTRI-UAM unit to raise awareness, increase dynamism and counsel research groups, technologists, young researchers and doctors from the UAM in activities to do with the transfer of technology and knowledge, as well as to protect and commercialise the intellectual property developed at the UAM. Its objectives are:

- Awareness in the university community.
- Group university and business counselling regarding R+D+i.
- Dynamisation, promotion and commercialisation of research results and capacities of the UAM groups.
- Protection, management and commercialisation of the UAM industrial property.

**F502. Portal de Conocimiento sobre la Investigación y las Capacidades de la UAM (PRISMA).** The core objective of PRISMA focuses on the implementation of a knowledge site within the UAM as a tool to manage technological, scientific and capacity knowledge, and support the transfer and promotion processes of its technological offer.

At the same time, and as a consequence of its implementation, OTRI-UAM is searching jointly with PRISMA for other interests, such as leading and providing tools for practical lessons and processes to professionalise the transfer work at international levels. The idea is to create a collaborative environment that will serve as a mechanism for the exchange of good management, protection, assessment and commercialisation practice of the research results obtained from universities.

**F503. Centro de Laboratorios de Apoyo a la I +D (CLAID).** It is an 8,500 m<sup>2</sup> building, erected in plot 14 of Cantoblanco Campus. It will host offices, workshops and laboratories in different sizes to carry out R+D+i projects in the fields of Humanities and Social Science, ICTs,

Engineering, Physics, Chemistry, Environment, Renewable or Material Energies, to name a few. Construction costs for this building total 17,000,000 €, with an initial financing of 15.8 m € for the Ayuda a Parques 2006-2008 from the MICINN, and a 1.2 m € aid from the planE 2009, which cover the entire execution cost. Also, the annual supply cost is estimated around 720,000 €.

Currently, CLAID is very advanced in the construction process, and the works, building reception and entry of the first businesses are expected for the end of 2009. In 2010 they will carry on with business admission, and some places will be completed, together with the commissioning of services on demand to reach a stable activity rate.

**F504. Infrastructure for Corporate Incubation.** Here the Parque Científico de Madrid will start the operation of CLAID, Centro de Laboratorios de Apoyo a la I+D, a 8.500 square meter building where company incubation will take place and advanced research services will be offered. Moreover, in 2010 we will start building the Bioincubadora to which will follow in 2011 the Nanoincubadora and Pilot Chemical Plant buildings.

**F505. Collaboration with the Corporate Associations in Madrid North.** Within its Strategic Plan, the UAM is studying not only turning into an excellence centre in training and research, but also contributing to the economic, technological and social development of its area of influence. This project, which is currently being developed, is in charge of getting small and medium companies closer to UAM resources and knowledge, thus enabling contact and collaboration with different University Departments, in order to develop joint research projects helping to get new products or processes, as well as improve the current ones.

Therefore, it has signed the collaboration agreement with the main associations operating in the north of Madrid. For the UAM it is a priority to support small and medium companies in R+D+I, as they are the main source of richness and employment.

Main objectives are:

- Creating a trustworthy framework between companies and the university that will provide a culture of innovation and improve competition in small and medium companies in the north of Madrid.

- Jointly boost strengthening projects in R+D amongst small and medium companies together with UAM research groups.
- Promote encounters amongst businesspeople and researchers by creating and promoting activities with PCM and OTRI.

## 1.6 INTERACTION BETWEEN THE CAMPUS AND ITS TERRITORIAL ENVIRONMENT

**F601. Cultural Projects in Conjunction with Town Councils.** The activities developed in collaboration with town councils can be detailed as follows:

- Summer courses: usually taking place in Miraflores de la Sierra, Colmenar Viejo, Tres Cantos, Alcobendas and San Sebastián de los Reyes. In the last 4 years, these actions have also been carried out in Alcázar de San Juan and Campo de Criptana (Ciudad Real), very far from our usual area, but with an important connection through collaborators in teaching and research areas, as, for instance, the Centro de Excelencia en Televisión Digital Terrestre, which the UAM will belong to.
- Musical activities: in addition to the Ciclo de Conciertos at the Auditorio Nacional de Música, the UAM offers a music course on campus, as well as a very prestigious Choir and Orchestra. The latter is focusing on a closer collaboration with surrounding towns, so the UAM Choir and Orchestra can also be associated with them. Through the collaboration with the corresponding culture councils, they have a rotating central office in different towns and take part in the musical training of young people.
- Sports activities: there is an important collaborative exchange between the sports facilities on campus and those in the towns.
- Volunteering and cooperation actions. This is one of the signs of identity of the UAM, and its initiative and experience in these fields is widely acknowledged, as well as those supporting the disabled. There are different kinds of cooperation with local city councils in the north and the city council of Madrid.

- The existence at UAM of experts in planning and organising the territory has opened the way for collaboration and participation agreements in joint projects linked to these aspects, in collaboration with various city councils.
- Participation in the INserpact project: ‘Red Local para la Inserción en Igualdad’, led by the Consorcio de la Zona Noroeste de Madrid (City Councils of Alcobendas, Algete, Collado Villalba, Colmenar Viejo and San Sebastián de los Reyes), where, as well as the UAM, companies Indra and Lilly, unions CC.OO. and UGT, and the Consejo de la Mujer of Madrid took part.

**F602 “La Corrala” Cultural Centre.** The Centro Cultural ‘La Corrala’, aims at becoming a reference of cultural activity and further university studies of the UAM in the centre of the city, thus increasing UAM participation in city life; it will also host the Museo de Artes y Tradiciones Populares, the only Spanish ethnological museum open containing representative ethnographic samples from all over the country.

As a result of an agreement with the City Council of Madrid, the UAM has had a special building since 2009, located in Calle Carlos Arniches, nº 3 y 5, in the area of Lavapiés. This building is an old courtyard, a typical construction in Madrid consisting of temporary houses for muleteers placed around a central patio.

The main objective of the cultural centre will be its insertion in Lavapiés, an area known for its multiculturalism and a target area for the City Council of Madrid regarding its rehabilitation and recovery. The main activities to be developed will be:

- Office for a study and documentation centre regarding various topics: interculturality, multiculturalism, disability, sex education, etc.
- Activities connected with the teaching of the Chinese language and culture, linked to Instituto Confucio, which is academically controlled by the UAM.
- Social entrepreneur school, coordinated by the UAM entrepreneur centre (CIADE).
- Action as a Cultural Centre as such, integrating in the network of relevant cultural centres in the area: Casa Encendida, sponsored by Cajamadrid, Caixaforum, etc.,

whom with they have been in touch before collaborating in a shared activity plan aimed at university students.

- Programme of the UAM Extensión Universitaria activities, such as Summer Courses and Contemporary Humanities Courses.
- Offering the University Programme for OAPs.
- Information Office for academic and non-academic issues.

**F603. “La Cristalera” Residence.** Located in Miraflores de la Sierra, it belongs to the UAM and is normally used as a place to hold scientific national and international meetings, summer courses, etc. The main idea is to turn ‘La Cristalera’ into a reference centre for research and teaching about nature and protected spaces, especially in the Guadarrama mountain range, as this area will become a National Park. Cooperation is expected from the CSIC, Miraflores City Council, the Dirección General de Medio Ambiente de la Comunidad de Madrid, the Organismo Autónomo Parque Regionales, and Fundación Caja Madrid.

A Scientific Commission will be in charge of planning and supervising this activity, but also, a group of professors linked and interested in this subject will get together. Scientific actions may also be channelled through research projects in the Cristalera, when the themes are appropriate. Additionally, monographic courses will be organized about the Guadarrama mountain range.

Lastly, there is an idea to create a small theme library about the Guadarrama mountain range offering books and documents connected with this theme, which would provide the University and the F. González Bernáldez foundation with basic and practical documentation to complement and support scientific actions planned by the Commission each year.

**F604. University Residences and Housing.** Any university far from the city centre needs to offer accommodation to suit user demand. Currently, the UAM offers some 1,000 places to cover a long waiting list each year. This is why the aim is to expand and diversify this offer with the Luis Vives student hall, in Madrid, in an integrated accommodation system generating an excellent mixed space for courses and congresses, as well as accommodation for professors,

researchers and postgraduates. A new university student hall complex will be built to welcome 500 full-time and short-stay students. This project would take place in the town of Tres Cantos, three kilometres from the university but very near the train station, which would allow people to commute there in less than 15 minutes.

**F605 Conferences and Events Management Unit.** It is important to create and commission a specialised unit to hold congresses, events, conferences and courses, both in the national and international scope, as well as meetings in collaboration with all institutions associated with the strategic Campus project. This unit would be managed by the Fundación General de la UAM and wishes to provide a professional, unified and efficient response to the increasing demands and needs to support research teams in the organization and management of various events and meetings. On the other hand, the aim is to promote the Campus as a cultural and scientific centre both in our geographical surroundings and at international levels, sharing installations with nearby towns like Tres Cantos, Alcobendas, San Sebastián de los Reyes or even Madrid Norte.