



INSTITUT
BARCELONA
ESTUDIS
INTERNACIONALS

2015 STRATEGIC PLAN 2020



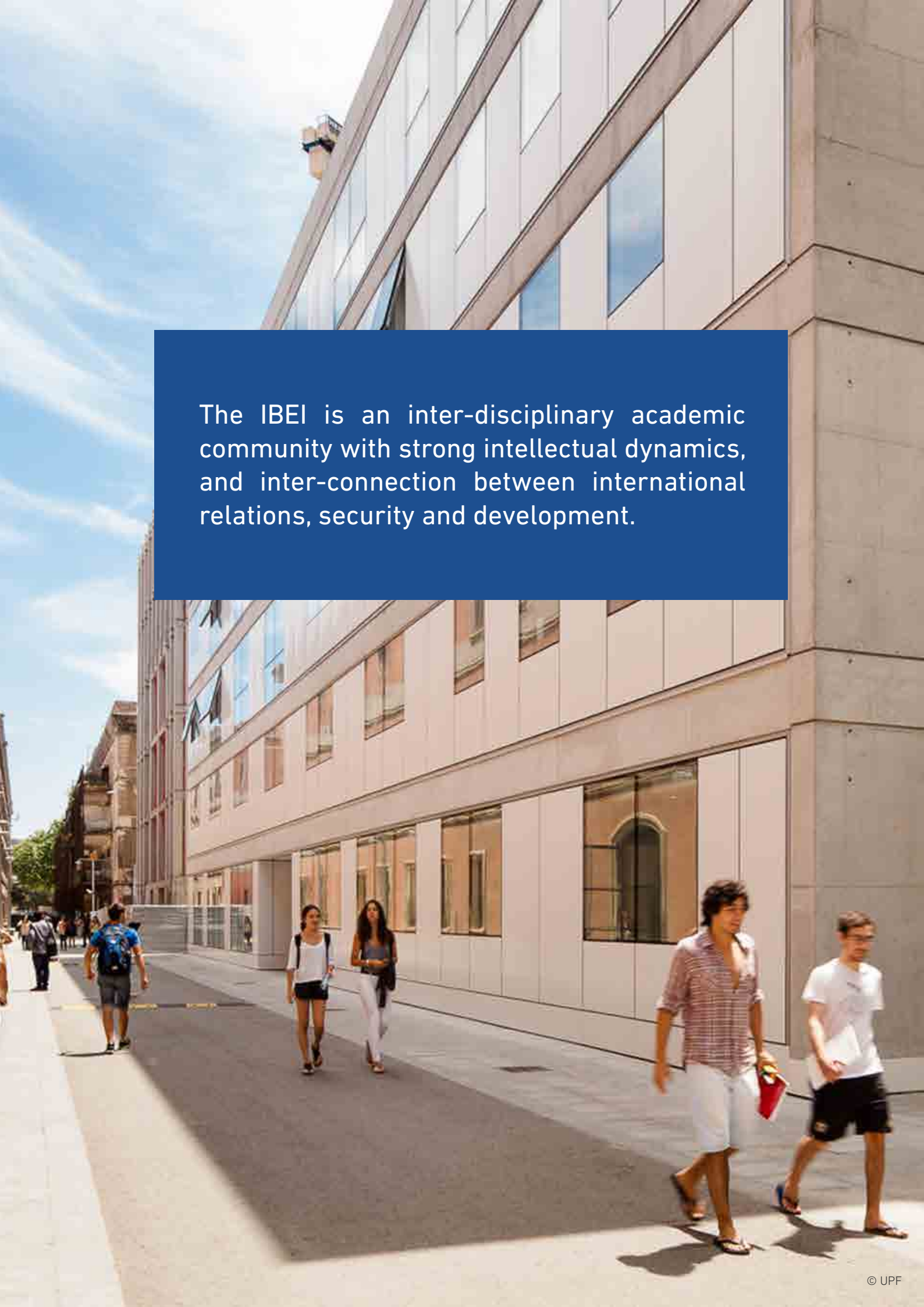


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The IBEI is an inter-disciplinary academic community with strong intellectual dynamics, and inter-connection between international relations, security and development.

INTRODUCTION

This is the third strategic plan prepared by the IBEI since its creation in 2004. The first plan (2005-2009) defined the basis for its foundation, while the second plan began to emphasize its position as a research institute and graduate school (2010-2014). This third strategic goals presents plans for further consolidation at the Institute over the coming years (2015-2020) and proposes a series of key strategic objectives.

IBEI aims to be one of the leading institutes in the field of advanced training and research in international studies. As a member of the APSIA group (of which IBEI has been a member since 2010), the Institute already forms part of a distinguished circle of graduate schools that is committed to training and capacity-building specifically tailored towards the achievement of successful professional careers at international level, in both the private and public sectors, and providing support for future and current professionals who need to navigate extremely complex and dynamic political and social settings.


Thus, the intention of the IBEI is to become a point of reference in the field of international studies in Europe, particularly in Southern Europe, with worldwide visibility. The research and teaching at the IBEI has gradually been consolidated in recent years. Despite Spain's recent economic downturn, the IBEI has continued to move forward. Over the course of the last 10 years, the Institute has established itself as an interdisciplinary community of scholars who are actively engaged in research and advanced training, and has reinforced its unique identity as a small but highly productive centre that generates cutting-edge knowledge in the fields of international relations, security and development.

The IBEI's emphasis on teaching excellence, combined with a flexible and stimulating environment for students, has enabled the Institute to become a particularly attractive choice for post-graduate training in international studies. It attracts a growing number of students from all over Europe and the rest of the world. Every year the IBEI's master's programmes are chosen by over 100 students from more than 35 countries. Each class pursues its studies in a multi-cultural, interdisciplinary setting that focuses on the problems and challenges facing the world today. According to recent IBEI graduates, the IBEI's key strengths are (a) the individual attention each student receives from the academic staff, and (b) the Institute's liberal arts approach to teaching, which offers students a substantial degree of autonomy and a wide choice of elective subjects and internship opportunities so that they can adapt their learning experience at the IBEI to their specific needs and interests.

The relatively small size and organisational flexibility of the IBEI, together with the ongoing collaboration of scholars from several Barcelona universities, have led to the formation of a productive, engaging and highly interdisciplinary community of researchers. In light of this, the IBEI is uniquely positioned to become a leading centre for international studies in Southern Europe, with a global reach. In order to further develop its unique institutional identity and interdisciplinary structure, the IBEI aims to strengthen existing research areas and foster new synergies among the researchers affiliated with the Institute by establishing, for example, theme-based clusters and working groups that cut across established research areas.

Many challenges lie ahead, and the next few years offer an important opportunity to fully consolidate the IBEI as a benchmark for international studies in Southern Europe. In order to establish a leading position in the field of international studies, it is vital that the IBEI's activities gain visibility. The Institute also needs to attract and retain highly motivated academic staff with great potential for developing their own voices within the international academic community, and carefully combine public and private sponsorship with growing revenue from its master's programmes. A careful step-by-step expansion plan will enable us to reach these goals, while continuing to focus on attracting postdoctoral researchers and junior academic staff and maintaining a broad approach to subject matter to encourage fruitful interdisciplinary interactions. The following strategic plan outlines and specifies the objectives, strategies and initiatives we consider key to making headway in our strategy.

MISSION & VISION

A photograph of a modern, multi-story white building with large, dark-framed windows. Several tall, leafy trees are in the foreground, partially obscuring the building. A green and white tram is visible in the lower right corner, with the word 'TRAN' visible on its side. A red building is visible in the background to the left. A red rectangular box is overlaid on the image, containing white text.

The IBEI's mission is to contribute to understanding global challenges in the field of politics and international relations.

MISSION

The Institut Barcelona d'Estudis Internacionals aims to contribute to a better understanding of the global challenges in the fields of international relations and politics through advanced research and training for the new generations of professionals dedicated to resolving them.

VISION

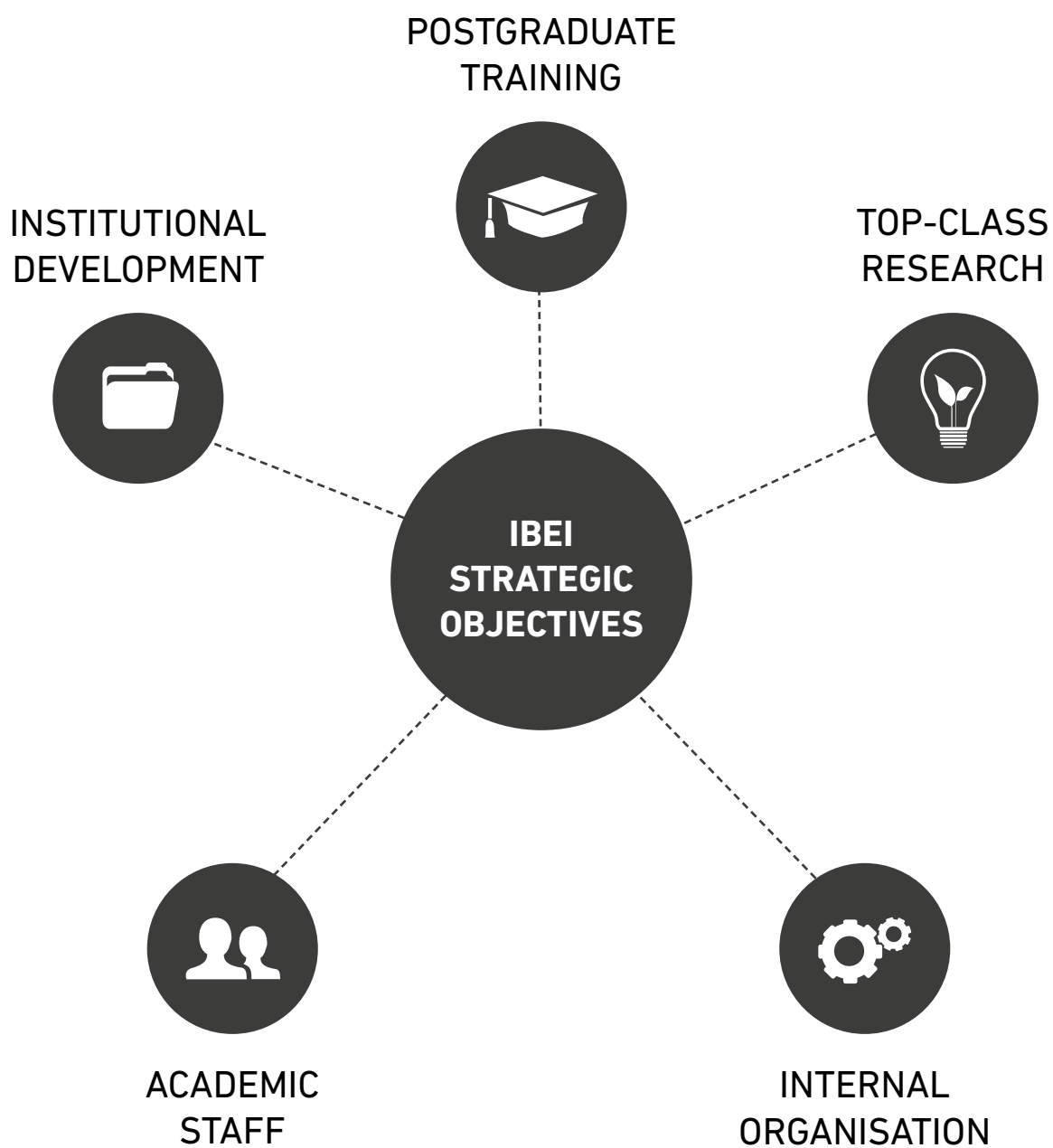
To become a leading centre for international studies in Southern Europe, with a strong identity in the fields of international studies, security and development and an approach that closely integrates education and research. With a special focus on Europe, Latin America and the Mediterranean, IBEI aims to develop top-class research programmes and aspires to achieve maximum satisfaction among its students:

- a. To offer postgraduate programmes of academic excellence that can be adapted to an ever-changing international situation.
- b. To produce internationally competitive research; knowledge that can simultaneously help solve the problems associated with international relations and politics.
- c. To become a benchmark academic centre in Southern Europe that integrates the shared goals and values of its patron universities and institutions.

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STRATEGIC OBJECTIVES



Objective 1: Strengthening institutional development

- 1. To consolidate the IBEI as one of the leading centres of reference in Europe in terms of advanced training and research excellence in international relations, security and development.**
 - a. To involve organisations and groups with links to international relations, security and development in the IBEI's development, with a special focus on economic and social actors and former students.
 - b. To foster new agreements and relationships with academic centres and international organisations that promote recognition and visibility of the Institute.
 - c. To strengthen the role of the International Academic Council by encouraging its members to become involved in the activities and projects of the IBEI.
 - d. To establish an Economic Advisory Council that consists of a group of companies and professionals committed to strengthening and supporting international studies in Barcelona.

- 2. To encourage more widespread dissemination of the IBEI's activities and results.**
 - a. To define a comprehensive communication plan in accordance with the expectations of audiences that wish to interact with the IBEI.
 - b. To strengthen relationships with the alumni network and establish mechanisms to create an active IBEI community that involves all those who maintain contact with the Institute.
 - c. To periodically disseminate information on activities, results and resources used as an exercise in institutional transparency and accountability that will guarantee the IBEI's commitment to society.

- 3. To expand and strengthen the IBEI's institutional collaboration.**
 - a. To strengthen the framework for relations with the universities that form part of the IBEI Board and promote new inter-university initiatives.
 - b. To establish stable platforms for collaboration with the public authorities that support the activities of the IBEI.



The IBEI aims to progressively reach a position of leadership in Europe, particularly in the south of the continent, within the field of international studies, eventually achieving global appeal.

Objective 2: Implement key initiatives in graduate education

4. To increase the quality and international appeal of the IBEI's education programmes.

- a. To reinforce relationships already in place with other international studies centres and establish new collaborative relationships.
- b. To incorporate more internationally renowned academic staff into the master's programmes.
- c. To establish strategic partnerships with first-class universities in Latin America, Asia and/or the Middle East/Mediterranean region in order to promote several double degree programmes.
- d. To coordinate a thorough review of the structure of the master's programmes offered by the IBEI every three to four years, and to incorporate the necessary adjustments and improve students' skills.

5. To make progress in the definition and construction of an IBEI learning model with unique characteristics and a capacity for innovation.

- a. To incorporate distinctive elements and creativity into the learning model and promote closer coordination between the academic and practical aspects.
- b. To preserve the learning model characteristics based on direct and personal relationships with students and their extensive freedom of choice.
- c. To define more intensive institutional processes to review learning mechanisms in order to offer students the most extensive and comprehensive experience possible.
- d. To promote the professional development programme (personalised support, specialised seminars, internships, job searches, etc.) to add value to the service offered to students.

6. To develop initiatives in the field of online learning in international studies.

- a. To promote the dissemination of IBEI lectures through online media.
- b. To develop online courses to complement the range of IBEI master's programmes, with the possibility of offering them as elective subjects.

7. To develop initiatives aimed at promoting doctoral training at the IBEI.

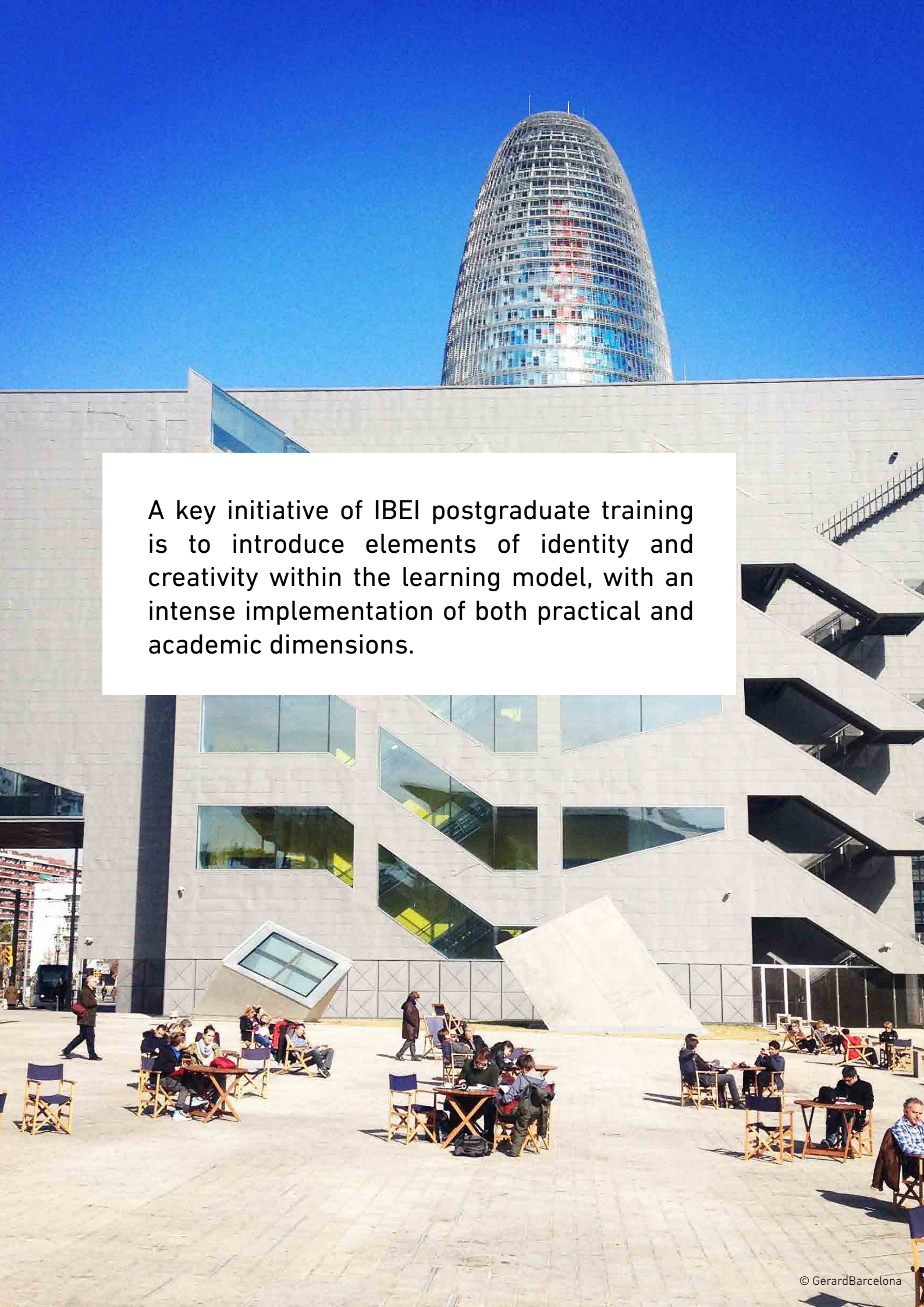
- a. To establish agreements with IBEI universities that would allow IBEI researchers to collaborate on their doctoral programmes and facilitate the management of doctoral dissertations.
- b. To foster a new Master's Programme in Research in International Studies aimed at providing pre-doctoral training.
- c. To participate in international networks designed to promote collaboration at doctoral level (e.g. Erasmus + ITN-EC).
- d. To involve IBEI master's students more actively in activities related to the research undertaken by IBEI professors and researchers.

8. To define the range of executive education programmes in the field of international studies offered by the IBEI.

- a. To promote executive training for active professionals in subjects related to the research activities being undertaken at the IBEI, and that executive training activities meet the professional career needs of IBEI graduates.
- b. To define a range of executive training programmes in collaboration with the universities and institutions that participate in the IBEI Board, especially within the framework of the Barcelona.Gov initiative.
- c. To consider introducing semi-virtual programmes into the range of executive training available.

9. To develop additional training programmes in the field of international studies.

- a. To consolidate the range of programmes offered at the IBEI summer school by developing a clearly defined profile consistent with the IBEI's postgraduate education and offering training in areas in which the IBEI already has research and teaching capacity.
- a. To promote a range of study-abroad courses aimed at international undergraduate students in collaboration with partner universities.
- b. To establish collaborative initiatives with training centres in order to organise training programmes in the IBEI's areas of expertise.



A key initiative of IBEI postgraduate training is to introduce elements of identity and creativity within the learning model, with an intense implementation of both practical and academic dimensions.

Objective 3. Developing high-quality research

10. To strengthen the quality and quantity of research undertaken at the IBEI.

- a. To promote theoretically grounded research related to policymaking and to transfer knowledge in the IBEI's regular areas of research and boost its impact.
- b. To promote a reward and incentive programme for the publication of articles in prestigious journals and the publication of prestigious international books.
- c. To offer researchers support in the application of European and worldwide research projects.
- d. To promote internal presentations of manuscripts, research projects, initiatives, etc.

11. To review the structure and redefine the internal organisation of research areas at IBEI.

- a. To foster awareness of research activities among IBEI researchers (through annual conferences, internal seminars, thematic networks, etc.)
- b. To establish clusters and working groups across established areas of research that encourage close collaboration in small, non-exclusive groups.
- c. To establish support protocols and mechanisms for new visiting professors and researchers.

12. To develop an inclusive research policy to attract the best researchers in the IBEI's fields of research in international studies.

- a. To support IBEI researchers by establishing research networks with local and international institutions and universities.
- b. To promote the establishment of focused research units at the IBEI through specific financing solutions.
- c. To leverage the existing interdisciplinarity at the IBEI as one of the Institute's research and creativity strengths.
- d. To develop a communication plan for the research undertaken at the IBEI (internal aspects, visibility of researchers, external communication, etc.).
- e. To promote knowledge transfer activities in the field of research (with international organisations, governments, etc.).

The Institute aims to promote research relevant to formulate and encourage education in IBEI's own fields, and stimulate its impact.



Objective 4. A world class academic staff

13. To establish a team of academic staff with a strong research profile suited to the IBEI's range of programmes.

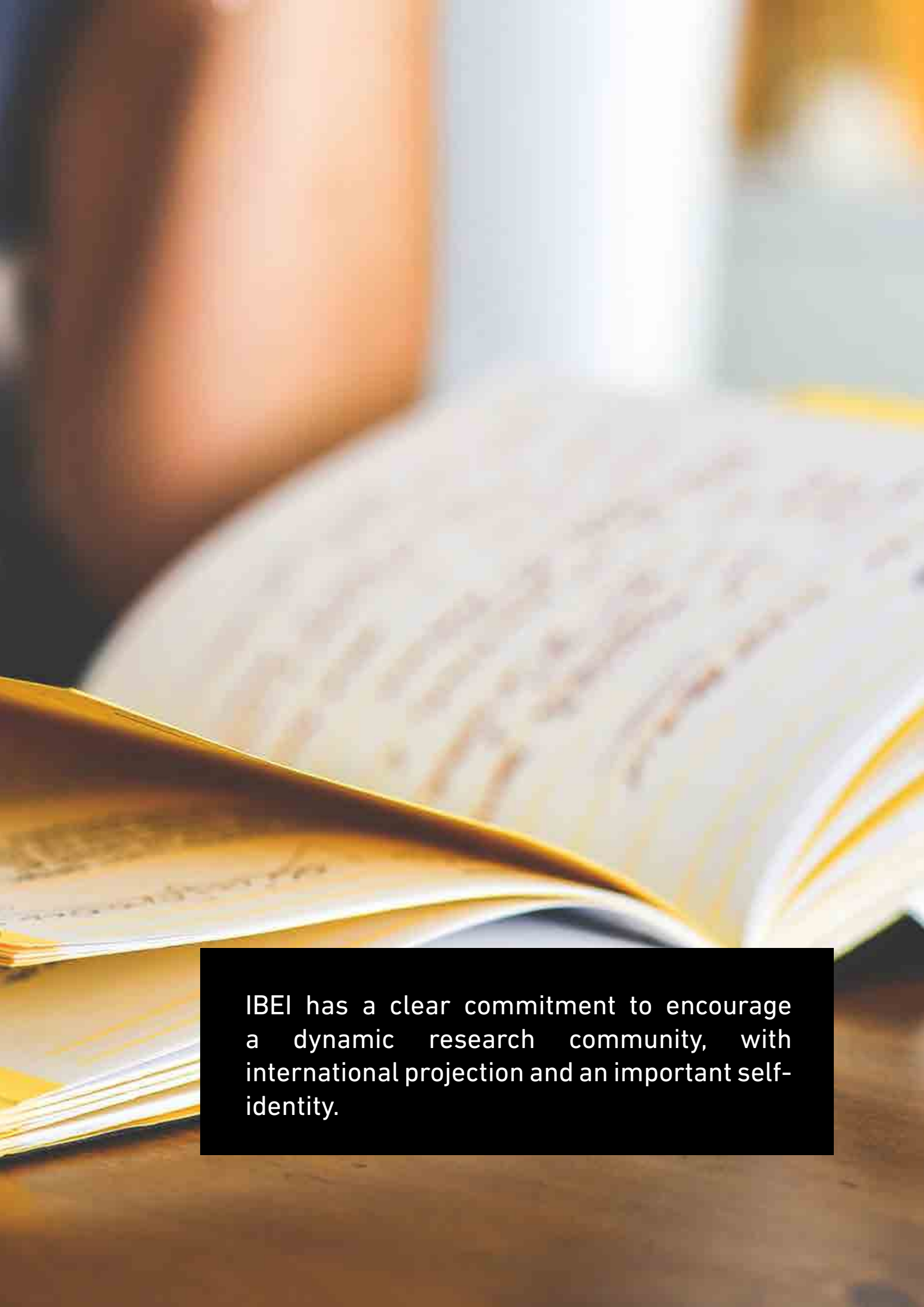
- a. To establish attractive working conditions to foster commitment and dedication among academic staff.
- b. To continue announcing highly competitive international calls (tenure track) to attract new research and teaching talent and encourage their long-term commitment.
- c. To increase and consolidate visits by internationally renowned professors to encourage collaboration on research and teaching.
- d. To retain and increase the numbers of IBEI postdoctoral researchers, especially through their own funding and funding from competitive calls.

14. To establish a dynamic community of researchers and teachers with international visibility and a strong identity.

- a. To reinforce monitoring and support systems for IBEI's researchers in their academic careers, including personalised support tailored to individual circumstances.
- b. To establish objectives for the advancement of the research activities of IBEI researchers and incorporate incentives for achieving them.
- c. To introduce more initiatives aimed at promoting personal relationships and collaborations among the IBEI's academic staff.

15. To promote commitment to education and teaching quality among all IBEI professors.

- a. To provide greater support for professors to improve teaching quality (training, awards, incentives, etc.).
- b. To increase transparency in the evaluation and promotion of teaching (surveys, peer reviews, etc.).
- c. To involve more researchers in the activities to review and improve education at the Institute (content and structure of master's programmes).
- d. To achieve greater integration of research and teaching among the IBEI academic staff with the aim of ensuring they teach courses in their respective areas of expertise and current research.



IBEI has a clear commitment to encourage a dynamic research community, with international projection and an important self-identity.

Objective 5. A more effective organisation

16. To strengthen the planning, monitoring and management of teaching and research activities.

- a. To improve management and quality control mechanisms in the running of education programmes, from the pre-registration stage to management of the alumni network.
- b. To develop the planning of the postgraduate training programmes to take account of deadlines related to IBEI's activities and teaching programmes.
- c. To review the planning, monitoring and control of research project management, particularly those funded through competitive grants.

17. To promote internal coordination and communication.

- a. To review and update the definition of the roles and functions of the various organisational units responsible for the management of the Institute.
- b. To establish mechanisms to promote systematic internal coordination between the areas of teaching, research and institutional management, and internal communication tools.

18. To ensure the proper management and professional development of staff.

- a. To strengthen the system for managing teaching, research and management personnel, with a focus on targets and career paths.
- b. To promote the professional development of teaching, research and management personnel through annual training plans based on a preliminary needs assessment.
- c. To establish a policy for welcoming new teaching, research and management personnel.

19. To undertake the necessary investments to ensure a quality service.

- a. To promote a multi-year plan for the acquisition of a library collection relating to international relations, security and development in collaboration with the university members of the Board.
- b. To define and execute a multi-year plan for investment in equipment and information systems, with a special focus on the areas of academic management, research, communication and financial management of the Institute.
- c. To ensure that the needs of the Institute in terms of space and equipment are met at all times in the areas of teaching, research and institutional influence.

IBEI IN FIGURES

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Students	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Master's in International Relations	57	70	64	72	78	65	62	81	74
Master's in International Security	-	-	-	-	-	5	8	12	21
Erasmus Mundus MAPP	-	6	9	11	13	9	13	11	10
TOTAL STUDENTS (NEW STUDENTS)	57	76	73	83	91	79	83	104	105

IBEI Researchers	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Postdoctoral Researchers	5	6	6	2	2	2	2	4	4
Assistants Professors	2	2	3	6	7	6	5	6	6
ICREA Researchers	0	1	2	1	0	1	1	1	0
Ramón y Cajal Researchers	0	1	2	3	3	3	2	2	3
Marie Curie Researchers	0	1	1	1	0	0	0	0	2
Juan de la Cierva Researchers	0	0	2	3	3	2	1	1	2
Others (associated, etc.)	3	4	4	4	5	5	5	6	6
TOTAL RESEARCHERS	10	15	20	20	20	19	16	20	23

2004

Five public universities within the Barcelona area, and the CIDOB Foundation agree on the creation of the IBEI, and the subsequent incorporation of the institutional bodies to its Board of Patrons.

Recognition from the Generalitat as a University Research Institute.

2006

First edition of the Barcelona Summer School in International Politics.

First international application for Junior professors.

2008

Incorporation of first researchers with external financing (RyC, ICREA, etc.).

2010

Verification of the Master's in International Relations (MIR) and new collaboration agreement with three universities for its implementation.

The Board of Patrons approves an extensive reform of IBEI's internal statutes and regulations.

2012

Agreement UPF-IBEI for their incorporation to the new Research Park at the CCSS of the Campus Ciutadella.

Verification of Master's in International Security.

2014

Work underway to launch the Master's in International Development.

Move to new IBEI location at the UPF's Campus de la Ciutadella.

First promotion of the Master's in International Relations.

Constitution of the International Academic Council and celebration of the first working meeting.

2005

Concession of Erasmus Mundus and training with the Mundus Consortium MAPP (ISS, York, CEU and IBEI).

2007

Concession of various MICNN I+D and FP7 research projects to IBEI researchers.

Recognition from the Generalitat de Catalunya of two consolidated research groups (DGR).

2009

First cycle of LA CAIXA-IBEI conferences on intentional politics.

The IBEI becomes part of the Association of Professional Schools of International Affairs (APSIA).

2011

First Barcelona Workshop in Global Governance (Esade Geo-IBEI).

Launch of Executive Master's Degree in Diplomacy and Foreign Affairs, in collaboration with DIPLOCAT-GdC.

2013



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