

V2 –draft-



Aims and Objectives

IBEI Director Plan(2009-2014)

May 2009

MISSION

The mission of the Institut Barcelona d'Estudis Internacionals is to promote scientific learning by means of advanced research and graduate training in order to be able to attain a better understanding of the global issues with regard to political and international relations topics.

VISION

- To become an academic landmark for the training of experts and scientific reflection within the framework of international studies by means of:
 - Offering programs of academic excellence, able to adjust to the changing realities and demands.
 - Stimulating and generating competitive research that also attracts international scholars.
 - Developing an inter-university organizational model of reference that integrates the objectives and values shared by its sponsor universities and institutions.



I. GRADUATE TRAINING

Graduate training programs are one of the IBEI main concerns. As an inter-university research institute with legal personality, the IBEI has the adequate institutional features to develop a high-quality academic offering, oriented to the interdisciplinary studies of international politics and relations, and with the participation of scholars from several universities and the Institut itself.

The IBEI graduate programs aim to attract the best students from all over the world, interested in becoming experts on political and international relations matters, by providing them with the necessary abilities and competences to start and develop professional or academic careers within the international field, both in the public and private sectors.

It is indeed crucial that the IBEI academic offerings achieve the best standards of quality teaching by incorporating innovative educational processes and adopting the most adequate methodologies in each and every case in order to face and answer the challenges derived from the complexity of international environments.

The IBEI training offering aims to become an innovative and attractive proposal from an European and Mediterranean perspective, capable of competing globally, within the framework of the international studies.



Objectives

- **To develop graduate programs that are attractive and highly-competitive within Europe and overseas.**
 - With an integrated course offering that is wide and flexible.
 - With a structure that allows for diverse paths towards research or professional careers.
- **To promote quality teaching and excellence in the graduate studies offerings within the field of international relations.**
 - Always paying attention to improving student learning processes.
 - With a close relationship with current scientific debates and the most relevant political issues.



Aims

- Accreditation of the Master's in International Relations as an official university master.
- Recognition of master's degrees by accredited bodies.
- Direct graduate studies towards more extensive master's programs, thus strengthening the profiles of academic research (120 ECTS) and professional activities (90 ECTS).
- Student exchanges with other centers. Attracting visiting students.
- Maintain 70% of full-time students.
- Increase the summer school's course offering.
- Promote the career development program (internships and job placements) as an added value.
- Foster joint and double-degrees with centers of international prestige.
- Implementation of periodic assessments.
- Promote short-duration programs of executive training for professionals, public managers and businessmen.

Reference indicators

- Number of students registered in each of the programs versus number of applications received:
 - By country of origin
 - By sex
 - By field of studies
- Average of students registered in each of the electives.
- Evolution and percentage of students in each of the Summer School courses.
- Student satisfaction rate for courses/professors.
- Percentage of graduate students with internships in companies/institutions.
- Satisfaction rate of institutions that receive students for internships.
- Percentage of students that come from mobility programs (Erasmus, etc.) out of the total number of students.
- Graduation rate/Drop out rate.
- Efficiency rate.
- Graduates' incorporation in the workforce.
 - Satisfaction rate with regards to work
 - Number of months to find a job
- Percentage of former students who participate in activities addressed to former students, of the total group.



II. ACADEMIC STAFF AND RESEARCH

The development of the IBEI requires multiple complementary activities. We need to attract researchers, develop research programs, encourage competitive projects, shape an academic culture and encourage a motivating collective dynamics. These are all necessary elements to start establishing an active community, open to dialogue and reflection on the big problems of politics and the international relations.

One of the essential components for the development of the IBEI research and teaching activities, as well as the configuration of a group of researchers who are closely linked with the Institut, is the establishment of the IBEI full-time teaching staff, all of them with a motivated and clearly defined professional career.

Research is a key component of the IBEI activities. The Institut aims to create a space that stimulates research in international politics and relations in Barcelona, as well as a pole of attraction for researchers that come from Spain and abroad. The IBEI should be a stimulating place for them to do research, present their work and foster enriching dialogues.

Research in the international studies field is oriented towards three main areas: international security, global governance and political economy of development. Generally, we could say that the IBEI aims to stimulate research on the impact of globalization in the economy, politics and society.



Objectives

- **To develop research-oriented teaching staff, related to the increase in the number of students.**
 - Maintain highly competitive international calls to attract talent and new abilities to do research and training.
 - Set up an offer and attractive conditions to stimulate professors' commitment and dedication.

- **To improve the quality and visibility of the research carried out by the IBEI.**
 - Offer a creative and stimulating atmosphere for researchers.
 - Shape the IBEI as an attracting international pole for researchers.



Aims

- Create the own IBEI research-oriented teaching staff according to the increase in the number of students.
- Increase attraction of researchers with external funding (Juan de la Cierva, Beatriu de Pinós, Ramon y Caja, Marie Curie, NSF, etc.)
- Increase the number of researchers from the Catalan universities affiliated to the IBEI.
- Set up common nets and projects among IBEI faculty and teaching staff from other universities.
- Increase the number of activities to promote research. Encourage the creation of research centers for the configuration of research nucleus.
- Promote an IBEI publication (co-edition with international academic publishing houses).
- Increase the number of stays of researchers of international renown at the IBEI.
- Promote research stays of Catalan University professors on sabbatical.

Reference indicators

- Income received from research projects in competitive calls.
- Percentage of researchers paid by external funds.
- Percentage of applications received for IBEI calls for researchers:
 - By sex
 - By origin
 - By organization issuing their PhD
- IBEI teaching staff participation rate in research projects funded for competitive calls.
- Collaboration agreements of IBEI researchers with staff from other institutions.
- Evolution of the number of articles published in highly-reputed magazines.
- Evolution of the number of contributions to conferences.
- Evolution of the average number of months that visiting researchers have spent at the IBEI.
- Evolution of the number of Catalan universities professors involved in academic activities carried out at the IBEI.
- Publications done by IBEI staff:
 - Working papers
 - Written press
 - Others



III. INSTITUTIONAL DEVELOPMENT

The distinctiveness of IBEI as an inter-university organization, as well as its academic project, requires a great deal of work in order to strengthen its institutional relations with its sponsor institutions in order to allow for a stronger commitment with the values and aims that were initially shared.

The academic project, ambitious from the beginning and inspired by the European Space for Higher Education, requires the creation of new singular alliances that encourage mobility and knowledge transmission. In a world of globalised knowledge, it is necessary to strengthen the internal abilities to foster policies that establish alliances with international institutions of renown.

On the other hand, it is necessary to complement the project with the consolidation of an internal system of governance, strengthening, if necessary, all the elements that are able to promote fast and efficient decision-making and transparency.

Last, but not least, the socialization of knowledge in the field of the international relations and politics cannot be isolated from the interests and needs of our close environment. We need to promote a greater implication of the economic and social agents in the institutions' objectives, as well as a closer and continuous collaboration that improves and adjusts our activities to the changing needs.



Objectives

- **To finish the development and strengthening the institutional articulation of the IBEI.**
 - Explore new ways of establishing institutional agreements with academic institutions overseas that foster the development and recognition of the activities carried out by the IBEI.
 - Encourage target audiences, especially the social and economic agents as well as former students, to get involved in the project and continuous improvement of the academic activities.
- **To consolidate an innovative model of management as a research institute of the sponsor universities.**
 - Ensure the project's feasibility as well as its academic and organizational singularity, and the elements to compete at an international level.
 - Integrate the work principles by objectives, with continuous assessment and improvement processes of the academic activity carried out by the institute.



Aims

- Develop an innovative model to manage the inter-university relations.
- Establish a net of relations with centers of international renown that develop similar activities to those carried out by the IBEI.
- Set up a steady collaboration agreement with the Government of Catalonia by means of the signature of a contract-program.
- Promote a process to continuously improve the whole organization.
- Reinforce the role of the International Academic Council by means of a closer relationship with the IBEI projects and objectives.
- Give active support to the IBEI Alumni (ALIBEI)
- Foster an IBEI “Economic Council” made up of a group of companies deeply-rooted in our country and interested in promoting and supporting international studies in Barcelona.

Reference indicators

- Number of agreements signed with other institutions to promote and consolidate the IBEI objectives:
 - Collaboration agreements with companies and institutions.
 - Double-degree agreements
 - Contract-Program
- Students satisfaction rate for the support services.
- Teaching staff and researchers satisfaction rate for the support services and the level of commitment with the institutional project.
- Number of international institutions and organizations with academic collaboration agreements.
- Rate of external awareness of the IBEI.
- Number of press appearances of IBEI news in written press.
- Evolution of external accesses to the IBEI webpage.
 - By geographical areas
 - By the specific web spaces accessed



IV. INFRASTRUCTURE AND FUNDING

After 5 years of steady growth of the Master in International Relations, signed collaboration agreements with the 3 universities that are more actively involved in the academic activity of the IBEI, the research activity has already started and follows the main three research lines----- the development of the new IBEI activities must necessarily think about new infrastructures which are adequate to the needs of the institutional project.

Likewise, as the academic activity is being diversified, the economic funds are also being diversified, and self-funding is the goal in order to ensure the project's continuation regardless of the fluctuation of the resources received.

It is essential to develop the support services adequately, trying to adapt them to the increase in the number of activities, and betting on the best use of the resources by means of efficient and excellent management criteria.



Objectives

- **To have an adequate infrastructure in order to ensure the increase of IBEI academic activity.**
 - Search the necessary complicity with the public institutions and social and economic agents to ensure the construction of a new building for the consolidation of the academic project.
 - Spread and appreciate the academic project adequately, its singularity and the added value in terms of capacity for the labour market.
- **To include new stable funding and criteria of economic efficiency for the use of the resources.**
 - Design and develop a steady sponsorship program aimed to attracting resources that promote activities linked to teaching and research.
 - Establish a system to ensure the quality of the support services offered and new budget tools to guarantee efficiency in the use of the resources.



Aims

- Promote the construction of the new building for the IBEI expansion.
- Acquire additional funding (scholarships) for the IBEI programs.
- Adjust the support services to the IBEI research and training activities.
- Define and implement high-qualified administrative and management services.
- Develop the new IBEI website as a teaching and research center.
- Include new private sponsors in the Board.
- Promote a policy that fosters the IBEI's own patrimony.

Reference indicators

- Percentage of the resources that come from competitive calls for researchers over the IBEI total budget
- Resources that come from external donations (no sponsors) and non-competitive funding.
- Increase in the patrimony over the total assets.
- External certifications carried out on:
 - Program verification
 - Support processes
 - Quality systems
 - Emergency plans
- Support staff satisfaction rate for their level of involvement in the institutional project.