

CAMPUS**HABITAT5U**

Governance and management

2011 Campus of International Excellence call for proposals

Governance and management of CAMPUSHABITAT5U

CAMPUSHABITAT5U has been created to promote and act as a catalyst for, on a long-term basis, a growth process that is smart, sustainable and inclusive, based on knowledge, innovation, the efficient use of resources, employability and social and territorial cohesion.

To accomplish this, the creation of a legally recognized entity was considered essential. One that can:

- initiate and execute the strategic objectives and measures established in the CEI conversion plan;
- make **CAMPUSHABITAT5U** a key element in the process of territorial revitalization and growth;
- establish **CAMPUSHABITAT5U's** position as an international benchmark in the sphere of Habitat and Territory.

For these reasons, the five universities have agreed to create a consortium. This is seen as the most appropriate type of legal structure for a stable governance system and a management configuration with executive powers that will allow agility and flexibility in undertaking the measures proposed.

The **CAMPUSHABITAT5U** Consortium, which has resulted from the aggregation of the five universities in the SUPV, will allow combination of efforts and pooling of resources to improve the habitat and revitalize the territory's well-being. The creation of a consortium is an essential foundation for coordinating excellence in the development of the strategic objectives, and for carrying out the measures established in the CEI Conversion Plan for the improvement of Habitat and Territory.

At the same time, the **CAMPUSHABITAT5U** consortium will provide an environment of “permeability” among the universities, technology centres, and participating businesses, while also allowing relationships to be forged with other leading international institutions in the sphere of Habitat and Territory. The primary areas of action of the Consortium as a legal entity are as follows:

- Teaching:
 - Excellence in teaching programme
 - Internationalization of teaching
 - Coordinated platform for entrepreneurship, employability and lifelong learning
 - Inclusive higher education environment
- R&D&i:
 - International Doctoral School
 - The Institute of Habitat and Territory (research, assessment, internationalization and communication)
 - CreInCube
 - Platform for interdisciplinary cooperation
- Transformation of the campus towards a socially inclusive model and interaction with its local environment:
 - Coordination between the university campus and the city
 - Art as an interdisciplinary platform
 - Innovative and accessible infrastructure
 - Promoting quality environments
- Internationalization:
 - Attraction of talent
 - Mobility

- International visibility and recognition
- Cooperation in development

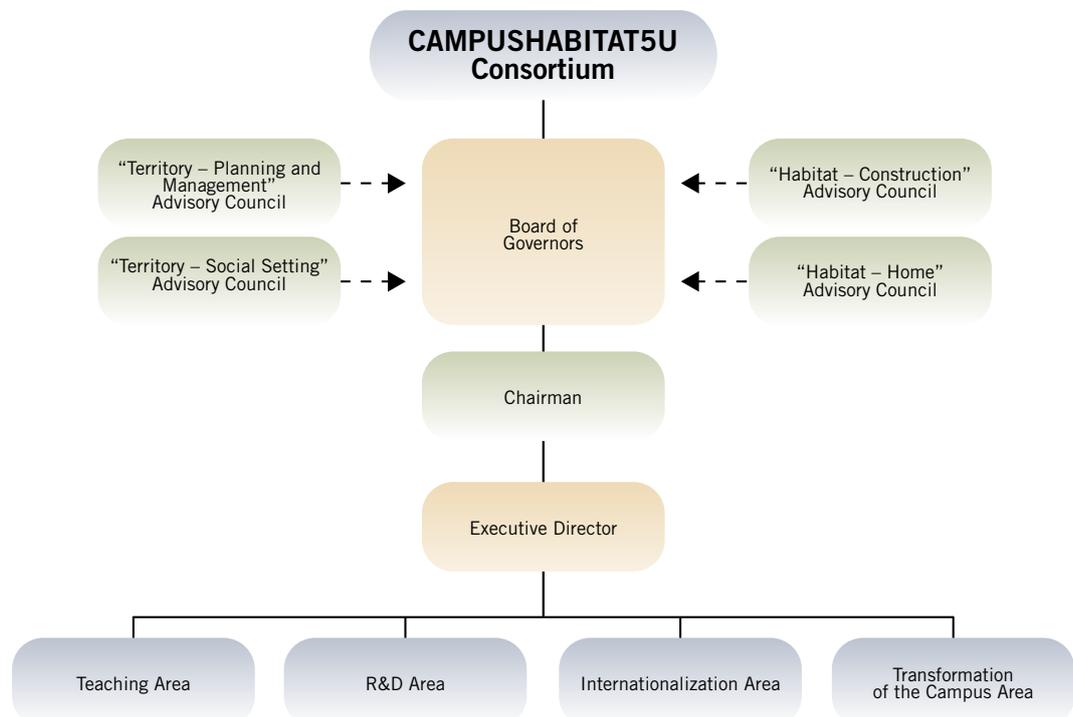
The **CAMPUSHABITAT5U** Consortium will carry out three types of functions:

- **Promotion functions:** actions designed to promote and provide incentive for the measures established in the **CAMPUSHABITAT5U** CEI Conversion Plan.
- **Execution functions:** actions for the purpose of organizing, managing and/or coordinating the measures.
- **Evaluation functions:** actions for the monitoring and periodic analysis of the measures and the presentation of accounts.

The accounts will be presented in two ways: internally and externally. The internal presentation of accounts is intended for the entities that make up the strategic alliance. The external presentation of accounts is intended for Ministry of Education.

Regardless of whether each of the entities that make up the **CAMPUSHABITAT5U** alliance carry out evaluation actions in relation to the measures that each of them undertake, the Consortium will monitor and will present accounts for each and every measure proposed in the CEI Conversion Plan, as well as for any new measures proposed and put into action.

The following model of governance is proposed for these purposes:



Governing bodies

The Consortium will be made up of the five universities of the SUPV. The proposed model will be made up of:

- **A Board of Governors**
- **A Chairman**
- **Advisory councils for each area of action**

The **Board of Governors** is the highest governing body in the Consortium and will be made up of the rectors of the five universities of the strategic alliance.

Of the various different functions it will perform, the following are some of the most important:

- To ensure that the principles of good corporate governance are upheld.
- To establish guidelines for transparency in the external and internal information issued by the entity.
- To coordinate the general lines of action to be taken by the Consortium as well as the general organization and operation of the Consortium, including the creation and discontinuation of Areas and other units.
- To approve the budget and the strategic plan.
- To establish general personnel hiring conditions.
- To accept new members or founders into the alliance and establish the conditions for their membership

The **Chairman** is chosen by the Board of Governors from among its members for a term of two years, and can be elected for a total of two terms. The Chairperson is assisted by the Executive Director. The Chairperson is responsible for carrying out the directives established by the Board of Governors.

Furthermore, **four Advisory Councils** are proposed, which will act as consultation bodies:

- **The “Habitat-Construction” Advisory Council**
- **The “Habitat-Home” Advisory Council**
- **The “Territory-Planning and Management” Advisory Council**
- **The “Territory-Social Setting” Advisory Council**

The Advisory Councils will be made up of people of recognized prestige in each of the areas of action of Habitat and Territory:

- teaching and research staff from the five universities that form the **CAMPUSHABITAT5U** strategic alliance
- internationally recognized research teaching staff from internationally relevant universities and research centres
- representatives of the entities that make up the alliances by specialization of the **CAMPUSHABITAT5U** project (REDIT, technology institutes of the CV, CSIC, companies, clusters and associations active in the sphere of Habitat and Territory, the Valencia Trade Fair Centre and the Alicante Trade Fair Institution)
- representatives of the entities that make up the institutional alliances of the **CAMPUSHABITAT5U** project (the government of Valencia, town and city councils, professional associations, chambers of commerce and other institutions).

Organizational management structure

The **Executive Director** will be named by the **Board of Governors** at the request of the Chairperson of the Consortium. The post of **Executive Director** will be appointed to a person selected by means of a competitive application process and will have a distinctive professional profile,

international standing and experience in the sphere of Habitat and Territory and will have ample authority to implement and develop the project.

The **Executive Director** will be responsible for the following aspects, among others:

- Supervising and ensuring the quality of the programmes in each of the four areas of action:
 - Teaching
 - R&D&i
 - Internationalization
 - Transformation of the campus towards a socially integrated model and interaction with its local environment
- Managing the budget of the entity
- Ordinary monitoring of the actions defined in the CEI Conversion Plan.

The management structure of the Consortium will be organized through Areas. The Areas will be the units that lead and carry out the measures for the group of entities that make up the strategic alliance:

- **Teaching Area**
- **R&D&I Area**
- **Internationalization Area**
- **Transformation of the Campus Area**

Each Area will be made up of:

- a director, appointed by the Board of Governors at the proposal of the Chairperson
- a technical team responsible for implementing the measures described.

Furthermore, each Area will have an **Area Council**. It will be a consultation and advisory structure for the Area. The Area Council will be made up of:

- The Area Director
- A representative of each of the five universities of the strategic alliance
- The Executive Director of the Consortium.

Each of the Areas will carry out **promotion, execution and evaluation** functions for the measures in their area in accordance with the CEI Conversion Plan.

In terms of evaluation functions, the monitoring and presentation of accounts system must be coordinated using a method defined by the organization (the periodic drafting of reports, specific sessions on management bodies, reporting sessions) and must consider the results achieved by the indicators specified in the **CAMPUSHABITAT5U** Conversion Plan.

Therefore, every **Area** must regularly compile the results yielded by the development of their action for their submission to the Executive Director in a structured manner.

CAMPUSHABITAT5U will develop a monitoring system that will allow the progress of each of the measures carried out in the project's areas of action to be tracked. Each Area must, as an initial task, establish the variables for information and control for each measure, which will facilitate the transformation of the proposed measures into facts. Therefore, each measure must have the following information associated with it:

- **Point of departure:** describes the state which the action is in at the starting line – this is the initial scenario.
- **Accomplishment:** describes the ideal situation once the action has been satisfactorily carried out – this is the final scenario.

- **Completion time:** identifies the time at which a certain action should be finished.
- **Indicators:** a measurement method that allows the degree of implementation of an action to be evaluated neutrally and objectively.

Having this information available is key in knowing the degree to which each of the measures has been implemented and will act as a support system in the decision-making process which will allow possible variations to be corrected in a timely manner during the development of the measures to ensure that the objectives set are met.