



Cape Higher Education Consortium

House Vincent, Wynberg Mews, 10 Brodie Road, Wynberg 7800 • PO Box 18094, Wynberg 7824, South Africa  
Tel: +27 21 763 7100 • Fax: +27 21 763 7117 • Email: ceo@chec.ac.za • www.chec.ac.za

## Report to CHEC Board

### Study tour to North-West and North-East England and Barcelona

12 – 22 October 2009

#### 1 Background

In the course of their work together, CHEC partners, colleagues in the Provincial Government of the Western Cape and the City of Cape have sought increased understanding of the elements of successful regions and regional partnerships.

In this context, the CHEC Board approved funding for a group to undertake a study tour to North-West and North- East England followed by Barcelona. Ford Foundation funding was obtained for two CHEC representatives and one PGWC representative; all the other delegates were funded by their respective universities, Cape Biotech Trust or by the PGWC. The list of delegates is attached at Appendix 1.

Visit programmes were negotiated in order to inform joint understanding of the structure and nature of successful university, business and government partnerships and the role of universities in regional and local development in this context. Programmes for the visits are attached at Appendix 2.

The objectives for the study tour, as also communicated to our hosts, were to :

- study best practice with regard to higher education partnerships with government, business and civil society in order better to understand the role of universities in regional and local development;
- exchange experiences of what works best in different contexts;
- explore the role of universities in city and regional development plans;
- explore how universities have addressed knowledge transfer and innovation in a regional context;
- explore formal or informal partnerships between universities themselves and between universities, government and business in order to understand best practice in how they relate, the structures they have formed to facilitate these partnerships and the funding required to support this work;
- identify any opportunities for future collaboration between universities in these regions of England and Barcelona and the Western Cape, either bi-laterally or through our regional consortium.

Two CHEC representatives had accompanied City of Cape Town officials to Barcelona in June this year. The visit proved to be extremely valuable, with lessons for both higher education and the City. There was agreement that there should be a second visit to explore higher education issues in greater depth. The follow up visit was to include exploration of Science Park initiatives in Barcelona, the regional University of Catalonia (covering all eight public universities in the region) and work undertaken by Barcelona Activa and 22@. Contact between the Cape Biotech Trust and their counterparts in Biocat was also suggested.

## **2 Short overview of the visits**

In England, delegates were hosted by the Vice-Chancellor of the University of Salford, Professor Martin Hall, and by Professor Ella Ritchie, Pro-Vice-Chancellor (Teaching and Learning), on behalf of Professor Chris Brink, Vice-Chancellor, of Newcastle University.

The northern regions of England were chosen because they have suffered more than the south of England in the current recession, their unemployment and poverty levels are higher and they have never had the resources available to the more prosperous south. On the positive side, universities have successfully worked together regionally for some time and, in the case of the North West Universities Association, have helped to develop a response to the current economic situation in the North West for the North West Regional Committee of the House of Commons.

In Barcelona, delegates were hosted by Professor Xavier Testar, Programme Director of the Barcelona Research and Innovation Programme for the Barcelona City Council, following agreement at the end of a trip to Barcelona in June that he would help facilitate a series of engagements with a broader CHEC delegation on the role of higher education in innovation and regional development.

## **3 Lessons learned and reflections**

### **3.1 North-West and North-East England**

North England is home to a large number of HEIs with a range of missions, some of them research intensive. Students often come with relatively poor school leaving results and a large majority of them come from relatively poor families. Unemployment is higher than in the south and the large industries that had helped to establish the economies of the north have mostly closed down. Few blue-chip companies locate themselves in the north and we were told that 99% of the firms in the North-East, for example, employ less than 250 people. Nonetheless, the Olympic bid in Manchester had given that area a much needed boost.

Despite this context, however, there was much optimism from the people we met for their universities and the region and many lessons for us in the Western Cape. There are strong regional identities, organisation and networks. We were told that the North was a passionate region with passionate people and this was clearly demonstrated by the professionalism and commitment of all we met.

Some of our reflections on lessons learned include the following :

- Regional development is a priority for all stakeholders and they give precedence to this in their own contexts, taking into account their strengths, and with cognisance of their responsibilities.
  - Development is seen broadly, and includes social development.
  - There is heavy emphasis on innovation and initiatives range from incubators to Science Parks. (See the Barcelona section for more in-depth discussion on Science Parks, which can be applied here too.)
  - Attraction of talent to the region is seen as a priority and higher education is seen as a key instrument for this goal.
- The Regional Development Agencies (RDAs) have been crucial in leveraging growth. Higher education is seen as a key partner in these activities and has a place on RDAs at Vice-Chancellor level. Higher education is involved in three key levels of engagement :
  - As a partner in policy and strategy development;
  - In collaborative developments where there are complimentary interests;
  - As a provider of services – research and innovation, consultancy, skills, including teaching and learning.
- Higher Education is a recognised partner in the triple helix and is drawn into a range of activities from development of strategies to implementation of appropriate projects.
- The roles and responsibilities of the various stakeholders are clear. Inappropriate expectations are not made of higher education – the primary role is seen to be teaching and research (recognising that there is also technology transfer within the context of research). The view is that if talent is attracted to the universities, other forms of talent will follow and this will benefit the region in a general sense.
- Funding plays a key steering role. The region has accessed funding for various regional development projects at all the following levels – university, regional and central government, Higher Education Funding Council of England (HEFCE). Business initiatives cut across all of these. There have been major incentives for collaboration and responsiveness. There were many examples, including :
  - Public engagement fellowships (Manchester);
  - North-West University Association and HEFCE funded 3-year project on upskilling and reskilling in identified key areas (such as for people employed in industries closing down in the region);
  - Internships for graduates with local companies which receive small allocations to assist with the salaries;
  - Free or Open Chairs for collaborative or responsive projects;
  - Vouchers, usually used by small firms, to buy in skills, or graduate services.
- The expansion of access and opportunities is firmly on the agenda – students are seen as future employees and entrepreneurs and attempts are made to retain them in the region (for example via internships and apprenticeships for graduates).

## 3.2 Barcelona

Barcelona has had a stable socialist-dominated city government for about 30 years. This, plus the injection of funds for the Barcelona Olympics has allowed remarkable achievements. Two of the more impressive initiatives are Barcelona Activa and 22@.

**Barcelona Activa** was established in 1986 as a development agency of the City of Barcelona. It is responsible for business creation and growth, the promotion of innovation and human capital development. Its activities include :

- A business incubator, which has been very successful in generating new small business (at least prior to the recession);
- Knowledge transfer from universities to business ventures in various ways;
- Provision of a range of courses for its citizens to gain skills from entry level computer skills to more advanced business courses (these often provided by universities in the region);
- Support for drawing up business plans and finding financial support for those, if appropriate;
- Career advice (including information on higher education opportunities), especially targeted towards youth at risk but also available more broadly as a walk-in service.

Each of these areas drew on support from universities or were led by universities at the top end.

**22@Barcelona** is an urban regeneration project, which has focussed on strategic areas, including Energy, Med-Tech, Design, Media and ICT. Prior to the establishment of this project, the City of Barcelona has had long-standing strategies to regenerate the city, using funding for the Olympic Games as a springboard. University expertise was used in these initiatives, both as expert advice and in chairing key workgroups, but there was also direct collaboration in development of physical infrastructure for identified university faculties in areas marked for regeneration and innovation. One of the regenerated sites had been prepared for the relocation of the media and communication faculty of one of the leading universities as an anchor for a major media hub, which includes the head office of a leading media house, amongst others.

Higher education is strong in the region. There are 5 public universities, including an Open University, and 3 private universities. Despite declining numbers of students available to enter university and who in fact enrol for under-graduate qualifications, there has been an increase in post-graduate enrolments. Of these enrolments, 12% are now students from outside Spain. This is higher in areas such as business, where, for example, 78% of the students enrolled for MBAs are international. Barcelona has given particular attention to marketing its MBAs which it sees as internationally competitive. The increase in post-graduate students is also reflected in a 70% increase in research productivity in science between 1996 and 2006 and reflects the attention given to research and innovation.

Some of our reflections on lessons learned include the following :

- Many of the same lessons from the north of England also applied to Barcelona. Barcelona has the same attitude to regional development as in the north of England; higher education is a valued partner in the triple helix; the role of higher

- education is recognised as a long-term one without inappropriate short-term service provision expectations; roles and responsibilities of the various partners are clear and goals for different interventions are clearly understood; networks have been a key element of regional development. In Barcelona, banks have also been crucial for major investment in various skills strategies.
- The city seeks to promote itself as a study centre in collaboration with the state and the universities. There are various initiatives to support this, for example helping academic staff and students find suitable accommodation.
  - There are initiatives to attract students into post-graduate studies, for example, holiday internships.
  - There have been clear strategies to shape the work of universities to promote innovation. Functions of support systems in this context are clearly defined. For example the Bosch Gimpera Foundation of Barcelona University acts as a business centre, manages contract research and facilitates valorisation and commercialisation of IP.
  - A strategy of both the national and regional governments has been to set up clusters of cognate areas of activity, such as media or biotechnology. Governance of these includes business, government and higher education and the clusters themselves are supported by 1 – 3 administrators.
  - Business schools in the city have formed their own cluster to attract students and staff.
  - There is a strongly enabling environment whereby funding is available from various levels of government and universities for knowledge transfer. There is not, however, as strong a tradition of attempting to steer research in particular directions as in South Africa or even the North of England. Rather it is accepted that funding follows researchers and that this will benefit the city and the region as a whole.
  - The two Science Parks we saw each had a range of focal areas from high level research to spin-offs from research, to start up companies. Both matched this with outreach to the public as well as to school students in particular and saw their role also to promote science in society.
    - Science Parks were seen as a way to change practices across the whole university. In Girona, for example, university curricula across the board emphasised entrepreneurship.
    - 85% of the start-ups in the University of Barcelona Science Park have survived (although this success rate might change in the years of recession).
    - The Girona Science Park representatives explained why academics seek to locate themselves there :
      - attractive facilities,
      - the right to apply for loans (the state, for example, provides loans with 0% rate of interest over 12 years),
      - useful connections with the private sector,
      - cross fertilisation from different areas.
    - The Girona Science Park aligns its plans with plans of the regional government and receives government funding in this context.
    - There was a preference for one window for transfer and patent offices and other supporting services.
    - Their advice was to start small with one project and to concentrate efforts before growing.
    - The role of the university and academic activities were pivotal in avoiding a real estate type development.

- Critical mass was important.
- Transformation in Barcelona has been accelerated through the promotion of entrepreneurship, business growth, innovation, human capital, professional opportunities and quality employment.

#### **4 General lessons**

All the successful initiatives demonstrated various elements of the following.

- Shared vision and commitment, built up over a long period, were crucial. The vision, demonstrated even in funding provided by regional government, tended to be long-term rather than focussed on short-term issues such as immediate job creation.
- Leadership at the highest levels of all the stakeholders had been crucial. In addition to this, the role of what Salford termed “academic politicians” had been important in taking their universities to new levels, together with a committed group of “can-dos” who could implement the vision at every level and work through challenges. A critical mass of visionary leaders and implementers was necessary for each project.
- The importance of networks was recognised and these are formed permanently or temporarily wherever they can play a useful role.
- Roles and responsibilities had been clarified and recognised the focused role of higher education on teaching, research and community outreach.
- Universities were seen as assets to each of the regions and regional and city government helped to promote and market universities.
- The context in which they worked had been analysed and acknowledged, with strengths and weaknesses built upon. Critical elements for success had been identified and strategies to attain goals, including inducements and rewards to achieve them, designed.
- A focus on creative people and promoting research had been a key element of promoting the region. Attraction of talent of any kind was important. Barcelona, in particular, focused on attracting post-graduate students to the region (as there is less movement of undergraduate students away from their homes), though so did North England through various innovative ways appropriate to the regional context, such as holiday internships.
- There was strong alignment between economic clusters, skills development strategies and funding.
- There was strong evidence of joined up work in all the regions. Barcelona Activa and 22@ were particularly impressive because of the interconnections between various components of their work and the integration of social and economic dimensions. Mechanisms for cross-pollination of ideas were encouraged as being key to overall promotion of innovation.
- All had a broader view of development, which incorporated social as well as economic elements.
- There was a strong focus on supporting public schools in various ways, sometimes directly, for example through students offering support in classrooms or by tutoring (sometimes for academic credit as at Newcastle University), sometimes through offering career advice and sometimes more indirectly by inviting school students to participate in think tanks and to use university facilities in various exciting ways.

- We were told that Science Parks are only likely to succeed if there is a critical mass of researchers as well as companies; Science Parks must be located close to universities. A key to their success was the generation of new research and ideas by locating people from different areas together. Large investment and venture capital by government and business, including banks, are required and this will have to be ongoing. Science Parks in themselves are not necessarily profitable entities.

## **5 Proposed ways forward**

The group of delegates proposes the following ways forward :

- Development of a communication strategy for disseminating lessons and proposals in order to help build a more widely shared vision for higher education in regional development in the Western Cape and consequent priorities.
- Discussion with principals, in our case with the CHEC Board;
- Discussion within the Joint Task Team on priorities; this should also include City of Cape Town colleagues.
- Discussions with City of Cape Town on the way forward for the Cape Town Activa programme which is the equivalent of Barcelona Activa.

Proposals will be made to the CHEC Board thereafter.

---

**Nasima Badsha, CEO and Erica Gillard, Consultant**  
**Cape Higher Education Consortium**  
**19 November 2009**

**List of delegates on CHEC PGWC Study tour to the North of England and  
Barcelona : October 2009**

**North of England**

Nasima Badsha	CHEC, CEO
Erica Gillard	CHEC, Consultant
Judy Favish	UCT, Director Institutional Planning
Piet Barnard Services	UCT, Director of Research Contracts and Intellectual Property
Rob Woodward	CPUT, Director of Institutional Research and Planning
Stephanie Burton	Cape Biotech, Director of Post-graduate Studies, CPUT

**Barcelona**

Nasima Badsha	CHEC, CEO
Erica Gillard	CHEC, Consultant
Judy Favish	UCT, Director Institutional Planning
Piet Barnard Services	UCT, Director of Research Contracts and Intellectual Property
Rob Woodward	CPUT, Director of Institutional Research and Planning
Ramesh Bharuthram	UWC, Deputy Vice-Chancellor (Academic)
Larry Pokpas	UWC, Planning Director
Jerome Slamet	SU, Senior Director : Community Interaction
Therina Theron	SU, Senior Director : Research and Innovation
Karen Eksteen	Cape Biotech, Human Capital Development Manager
Solange Rosa	PGWC, Director Policy and Strategy Analysis
Sid Lockett	PGWC, Director: Masakh' iSizwe Centre, Coordinator: Scarce Skills Strategies & Programmes
Anton Groenewald	PGWC, Acting DDG: Planning & Policy, IGR
Rika van Rensburg	PGWC, Director Human Settlements

## PROGRAMMES OF SEPARATE VISITS

**Visit of Cape Higher Education Consortium (CHEC) to The University of Salford –****Monday 12 October 2009 – Wednesday 14 October 2009**

<b>Monday 12 October 2009</b>	
12.20pm	CHEC arrive in Salford
12.30pm-1.30pm	CHEC delegates arrive at Premier Inn, Greengate, check-in, leave luggage etc
1.30pm	CHEC delegates assemble for departure to University of Salford, received by Martin Hall at 1.45pm for welcome
2pm-3pm	CHEC delegates meet with Prof Ghassan Aouad, Pro-Vice-Chancellor for Research and Innovation and members of the Research Excellence Framework Steering Group to discuss research at Salford University
3pm-4pm	Visit to the Think Lab, demonstration by Prof Terrence Fernando of Black Country Project
4pm-4.30pm	Meeting with University of Salford staff in charge of Media City project
4.30pm-4.45pm	CHEC delegates have opportunity for refreshment before Installation
4.45pm-6pm	Installation of Chancellor and Vice-Chancellor, at the Peel Hall
6.05pm-10pm	Civic Reception followed by Celebratory Dinner, at the Maxwell Hall

Tuesday 13 October 2009	
9.30am	CHEC delegates assemble for departure to Manchester Knowledge Capital
10am-12pm	CHEC delegates arrive at Manchester Knowledge Capital, met by MKC Executive David Briggs plus representatives from Manchester Metropolitan University and the University of Manchester, given tour, talk and opportunity for questions
12pm-2pm	Break for lunch at a central Manchester restaurant – Mr Tom’s Chop House
2pm-4pm	CHEC delegates arrive at NWUA for discussion with Executive Team, Celia Brigg, Neil Clakworthy and Claire Lowe. Refreshments provided
4pm-5pm	CHEC delegates return to hotel for refreshment, preparation for evening reception
5pm	CHEC delegates assemble and travel to 17 Radcliffe Park Road
5.45pm-7pm	Cocktail reception hosted by Martin Hall, 17 Radcliffe Park Road

Wednesday 14 October 2009	
8am-9am	Breakfast meeting with Dr Clare O’Neill, Deputy Chief Executive, at Manchester Knowledge Capital for further discussion

**NEWCASTLE SCHEDULE - CHEC DELEGATION VISIT - 14-16 October 2009**

DATE	TIME	DESCRIPTION	VENUE	ATTENDEES
<b>14 October</b>	1350	Arrive at Newcastle University	6 Kensington Terrace	<b>Professor Ella Ritchie</b> , Pro-Vice-Chancellor (Teaching & Learning)
	1400 - 1430	Refreshments and Introductory Overview	G27 Devonshire Building	<b>Professor Ella Ritchie</b> , Pro-Vice-Chancellor (Teaching & Learning)
	1430 - 1600	Contribution of University to regional labour market – enterprise, placements and ECIF (Economic Challenge Investment Fund)	G27 Devonshire Building	<b>Nick Keeley</b> , Director, Careers Service <b>Gareth Trainer</b> , Assistant Director (Entrepreneurial Development), Careers Service <b>Ingrid Henderson</b> , Business Engagement Manager, Careers Service
	1600 - 1615	Comfort Break and Refreshments	G27 Devonshire Building	
	1615 - 1730	Role of Universities for the North East	G27 Devonshire Building	<b>Alan Sanderson</b> , Director of Operations, Universities for the North East <b>Professor Ella Ritchie</b> , Pro-Vice-Chancellor (Teaching & Learning)
	1800 - 2000	Informal buffet with University staff and students	Courtyard	<u>Guests</u> <ul style="list-style-type: none"> <li>- <b>Nasima Badsha</b>, Chief Executive, CHEC;</li> <li>- <b>Piet Barnard</b>, Director of Research Contracts &amp; Intellectual Property Services, University of Cape Town;</li> <li>- <b>Professor Stephanie Burton</b>, Director: Postgraduate Studies, Cape Peninsula University of Technology;</li> <li>- <b>Judith Favish</b>, Director, Institutional Planning, University of Cape Town;</li> <li>- <b>Erica Gillard</b>, Consultant in Higher Education Policy &amp; Planning, CHEC;</li> <li>- <b>Rob Woodward</b>, Director of Institutional Research &amp; Planning, Cape Peninsula University of Technology</li> </ul>

DATE	TIME	DESCRIPTION	VENUE	ATTENDEES
Continued: 14 October	1800 - 2000	Informal buffet with University staff and students	Courtyard	<p><u>University Staff</u></p> <ul style="list-style-type: none"> <li>- <b>Professor Ella Ritchie</b>, Pro-Vice-Chancellor (Teaching &amp; Learning);</li> <li>- <b>Gerard Corsane</b>, Associate Dean for International Business Development, Faculty of Humanities &amp; Social Sciences;</li> <li>- <b>Reuven Fletcher</b>, International Officer, International Office;</li> <li>- <b>Ingrid Henderson</b>, Business Engagement Manager, Careers Service;</li> <li>- <b>Nick Keeley</b>, Director, Careers Service;</li> <li>- <b>Andy Large</b>, Senior Lecturer, School of Geography, Politics &amp; Sociology;</li> <li>- <b>Dr Aron Mazel</b>, Lecturer, School of Arts &amp; Cultures;</li> <li>- <b>Dr Douglas Robertson</b>, Director, Business Development &amp; Regional Affairs;</li> <li>- <b>Alan Sanderson</b>, Director of Operations, Universities for the North East;</li> <li>- <b>Gareth Trainer</b>, Assistant Director (Entrepreneurial Development), Careers Service</li> </ul> <p><u>Students</u></p> <ul style="list-style-type: none"> <li>- <b>Sarah Farnham</b>, Bachelor of Law</li> <li>- <b>Ndukuyakhe Ndlovu</b>, PhD School of Arts &amp; Cultures</li> <li>- <b>Khayaletu Khulekani Thwala</b>, BSc Computing Science (Software Engineering)</li> </ul>
15 October	0900 – 1045	Refreshments on arrival Knowledge House, Links with Business, Commercialisation, PG Bursaries	G27 Devonshire Building	<b>Mr Robin Lockwood</b> , Deputy Director, Head of Commercial Development

	1045 – 1100	Refreshments	G27 Devonshire Building	
--	-------------	--------------	-------------------------	--

DATE	TIME	DESCRIPTION	VENUE	ATTENDEES
<b>Continued</b> 15 October	1100 - 1230	Work related learning for academic credit	G27 Devonshire Building	<b>Mr Jim Wood</b> , Assistant Director (Curriculum), Careers Service
	1230 - 1400	Lunch	Courtyard Restaurant	Guests (x6)  <u>Staff</u> - <b>Cathryn Harvey</b> , Academic Registrar - <b>Jim Wood</b> , Assistant Director (Curriculum), Careers Service
	1400 – 1500	University Engagement Strategy/ Beacons	G27 Devonshire Building	<b>Mrs Lesley Braidon</b> , Director, Marketing & Communications Directorate <b>Mrs Sarah Aldridge</b> , Senior Programmes Manager, Beacon North East <b>Mrs Catherine Purvis</b> , Youth & Community Manager, Beacon North East
	1500 – 1530	Refreshments	G27 Devonshire Building	
	1530 – 1600	CURDS	G27 Devonshire Building	<b>Professor John Tomaney</b> , Professor of Regional Governance
	1930	Dinner (Meet at restaurant)	<b>Piccolino</b> Stockbridge Building Trinity Gardens Newcastle, NE1 2HJ Tel: 0191 260 2912	Guests (x6)  <u>Staff</u> - <b>Gerard Corsane</b> , Associate Dean for International Business Development, Faculty of Humanities & Social Sciences

				- <b>Aron Mazel</b> , Lecturer, Arts & Cultures

DATE	TIME	DESCRIPTION	VENUE	ATTENDEES
16 October	0900 – 1030	Biotech area and work with One NorthEast (ONE)	Michael Whitaker's Office - Report to Reception, Medical School, Framlington Place and ask for Michael Whitaker (Contact Telephone No: 0191 222 3889)	<b>Michael Whitaker</b> , Dean of Development, Faculty of Medical Sciences – for two of the party interested in CELS
	0930 - 1030	Tour of Great North Museum: Hancock	Great North Museum: Hancock	<b>Mr Steve McLean</b> , General Manager – meet at front door of Great North Museum: Hancock
	1030 - 1130	Refreshments Wind up session	G27 Devonshire Building	<b>Ella Ritchie</b> , Pro-Vice-Chancellor (Teaching & Learning) <b>Mrs Cathryn Harvey</b> , Academic Registrar

## BARCELONA – PROGRAMME

Monday 19	Tuesday 20	Wednesday 21	Thursday 22
<p><b>INTRODUCTORY PRESENTATION</b></p> <p>Time: 9:30 am</p> <p>Place: Sala Barcelona, Urbanisme, Diagonal, 240 4ª Pl.</p> <p><b>Speakers:</b>  <u>Xavier Testar</u>            Director of "Barcelona, Research &amp; Innovation" Programme  <i>"Welcome and General Introduction: Barcelona Universitarian City"</i></p> <p><u>Montse Serret</u>            Director of BCU  <i>"Barcelona University Center"</i></p> <p><u>Maria Vilà</u>,            Director of Creativity and Innovation, Barcelona Activa  <i>"Barcelona's Research and Innovation Map"</i></p> <p>-Time for discussion and Lunch</p>	<p><b>PARC CIENTIFIC DE BARCELONA</b></p> <p>Time: 9:30 am</p> <p>Place: <b>Barcelona Science Park</b> Edifici Cluster , Baldiri i Reixac, 10 - Sala de Junes</p> <p><u>Fernando Albericio</u>            General Director of the Scientific Park of Barcelona  <i>"The Barcelona Science Park: a pioneering example of successful triple helix cooperation"</i></p> <p>-Coffee &amp; time for discussion</p> <p><u>Carme Verdaguer</u>            General Director of Bosch i Gimpera Foundation  <i>"Research valorization, knowledge transfer &amp; spin-off creation"</i></p> <p>-Time for discussion and Lunch</p>	<p><b>SCIENTIFIC &amp; TECH. PARK OF GIRONA "The example of PCIT"</b></p> <p>Departure from Hotel 8:45am</p> <p>Place: Sala A-Business Center PCIT, Pic de Peguera, 15 (la Creueta), Girona</p> <p>11h <u>Pere Condom/Marc Bigas</u>            GDirector and Business Devpt Mgr of PCIT <i>"Welcome and Science Park Presentation"</i></p> <p>11:30 <u>Miquel Duran</u> <i>"Meeting with University and Chamber of Commerce representatives"</i></p> <p>12:00 <u>Pere Ridao, Marc Carreras</u>  <i>"Visit at Centre for Underwater Robotics Research (CIRS)"</i></p> <p>12:30 <u>Laia Calvo</u> <i>"Microbial presentation (Spinoff in Biotech field) at Research Lab"</i></p> <p>13:00 <u>Albert Martin, Victor Martin</u>  <i>"Favisis presentation (Startup in ICT field)"</i></p> <p>13:30 Lunch at El Ginjoler</p>	<p><b>WORKSHOP</b>  <i>NB – this was replaced by separately arranged meetings</i></p> <p>Time: 9:30 am</p> <p>Place: Sala de Junes, Barcelona Activa, c/ Llacuna 162 - 2ª planta</p> <p><b>speakers to be confirmed:</b>  <u>22@ ??</u>  <u>EADA ??</u>  <u>Cape town academics ??</u>  <u>-ACUP ??</u>  <u>-XPCAT ??</u></p> <ol style="list-style-type: none"> <li>1. presentations and debate</li> <li>2. review your stay and its results and visit conclusions</li> <li>3. Explore further fields and ways for future cooperation in mutual benefit.</li> </ol> <p>-Time for discussion</p>
<p><b>22@BARCELONA (main visit)</b></p> <p>Time: 4 pm</p> <p>Place: Sala Barcelona, Urbanisme, Av. Diagonal, 240 4ª Pl.</p> <p><u>Jordi Sacristan</u>, Marketing and Communications Director, 22@</p> <p><i>"22@Barcelona, Innovation District: Clusters as drivers for territorial &amp; economic development"</i></p> <p>-Time for discussion</p> <p>Time: 5 pm            Site visit and meeting with <u>Josep M Piqué</u> CEO, 22@Barcelona</p> <hr/> <p><b>BIOCAT (parallel meeting for 5 delegates)</b></p> <p>Time: 4pm</p> <p>Place: Biocat, Psg Lluís Companys 23</p> <p><u>Montse Daban</u>,            Director of Communication and External Relations  <i>"The Catalonia Bioregion: Structure &amp; main objectives"</i></p> <p>-time for contacts between people from Western and Biocat representatives</p>	<p><b>CATALAN ASSOCIATION OF PUBLIC UNIVERSITIES (ACUP) -UPC</b></p> <p>Time: 3:30 pm</p> <p>Place: Sala de Junes del Consell Social de la UPC (Catalan Politechnic University ) Jordi Girona, 31 (edificio Nexus)</p> <p><u>Josep Vilalta / Nadja Gmelch</u>            Executive Secretary ACUP  <i>"University of Catalonia: regional cooperation between universities &amp; the catalan government"</i></p> <p>-Time for discussion</p> <hr/> <p><u>JM Vilalta</u> (Specific meeting for 2 delegates at the end of their session)</p> <p><i>Presentation of the Project "Spain-Africa Platform on Research and Higher Education Management", and Cape Town's possible participation.</i></p>	<p><b>BARCELONA ACTIVA</b>            Llacuna 162</p> <p>Time: 4 pm</p> <p>Place: Sala Mon, Bcn Activa</p> <p><u>Elena del Rey</u>            Responsible of Institutional cooperation, Bcn Activa  <i>"The role of Barcelona Activa as the agency of local economic development."</i></p> <p>-Time for discussion &amp; visit to Barcelona Activa facilities including the incubation area and "Porta 22"</p> <p>Meeting with Xavier Testar and Monica Flores after the conclusion of this meeting for debriefing and discussion of ways forward.</p>	