



III STRATEGIC PLAN
CENTRE FOR DEMOGRAPHIC STUDIES
(CED-CERCA)
2024-2030

Bellaterra, 21 March 2024

Governance board

III STRATEGIC PLAN

CENTRE FOR DEMOGRAPHIC STUDIES

2024-2030

1. Mission, values and vision

In a dynamic and constantly changing world, a thorough understanding of demographic trends is essential to guide development and informed decision-making. The CED is committed to exploring, analysing and anticipating population dynamics with the aim of advancing knowledge in demography and contributing to the design of effective public policies in a global and constantly evolving context.

Mission

- The excellence and quality of research in demography in Catalonia, Spain and internationally.
- To train specialists in demography and population studies.
- Dissemination and open access to the data and results of the demographic research that is carried out. The transfer of demographic knowledge and its application in evidence-based public policies and practices, with a focus on improving social welfare and sustainable development at local and global level.
- Strengthening the position of demography in the scientific and academic world.

Vision

- To consolidate the CED as one of the leading centres in demography research at European level.
- To become a leading centre for high-level training in demography at international level. Attract talent specialised in demography and social sciences.
- To become a central player in the social debate on population issues, being a reliable provider of expertise.
- Exercise influence in decision-making and play an active role in the return to society.
- Offer attractive working conditions and a good working environment.

Values

Excellence, talent, rigour, collaboration, ambition, interdisciplinarity, flexibility, ethics, equality and commitment to society.

2. DAFO Analysis.

Strengths, Weaknesses, Opportunities, Threats



STRENGTHS

- Experienced, talented and motivated research staff
- Basic and applied cutting-edge research
- Competitiveness in attracting funding and projects
- Cooperative research environment that reinforces collective strengths
- Welcoming work environment
- Recognition as one of the most active and prestigious research centres in demography at national and international level
- Leadership in demographic training
- Professional and committed research support staff
- Flexible and qualified management
- Growing presence of the CED in national and international institutions and councils
- Attractiveness of the CED as a research centre



WEAKNESSES

- Excessive weight of non-permanent competitive funding
- Difficulty in offering stable, long-term careers: talent retention
- Dependence on individual grants at postdoctoral level
- Difficulty in coping with the increasing demands of regulatory compliance in relation to the reduced size of the EHRC
- Lack of leadership in collaborative projects with European funding
- Under-representation of female researchers at R4 level
- Need to have own projections that give visibility to the Centre
- Lack of basal funding for data infrastructures
- Disparity in the educational level of postgraduates arriving at the CED in terms of demographics



OPPORTUNITIES

- Increasing the visibility of demography in public and political debates.
- Interdisciplinary and multidisciplinary research
- Progress of citizen science
- Enthusiasm and talent among the new postdoctoral generation from around the world (internationalisation of human resources)
- Recognition of the transfer of applied research
- Support from CERCA and UAB institutions
- Centrality of science based on social data



THREATS

- Increased bureaucracy and administrative burden
- Excessive regulation of scientific activity
- Increased competence of universities in attracting talent
- Insufficient national replacement of demography professors
- Low recognition and visibility of demography in university and undergraduate studies.
- Lack of supply of demographic profiles by universities

3. Strategic Objectives 2024-2030

1. To promote and make possible ambitious, high-quality, international-level research.
2. To internationalise training in demography and constantly update its contents, both in the field of teaching and in the follow-up of training stays.
3. To assume the new challenges of transferring the knowledge generated and its social impact.
4. To consolidate an infrastructure that meets the needs of research staff.
5. Always keep in mind the principles of equity and gender equality.

3.1. In the field of research

3.1.1. Strategic objective

To promote and enable innovative, quality and international level research.

3.1.2. Specific objectives

- Systematic attraction of talent, recruiting research staff through open, competitive, national and international calls for applications.
- Consolidation of the foundational thematic areas, consolidation of the most recent ones and creation of new lines.
- To develop and carry out innovative research projects that analyse key aspects of demographic dynamics, exploring new trends and challenges to keep research at the forefront of knowledge in the discipline.
- Establish strategic alliances with population research centres and university departments to foster the exchange of knowledge, resources and methodologies that will strengthen the position of the CED at international level.
- Develop and integrate advanced technologies to collect, analyse and visualise demographic data, improving the efficiency and accuracy of research.
- Actively participate in the calls of the European Research Council and promote participation in collaborative projects of the European Commission.
- To achieve excellent participation in state, public or private (foundations) R+D+I calls for proposals.
- Promote the presence in international projects and networks in Demography.
- Encourage the participation of CED staff in international governing or management bodies.
- Implement formulas for the formalised periodic evaluation of research staff to facilitate their professional career.
- Establish mechanisms to promote researchers as heads of research lines or groups.

- Promote postdoctoral and senior research staff stays in centres of recognised international prestige.
- Promote stays of excellent research staff at the CED, both to foster knowledge of mutual research and to undertake new joint research projects.
- Periodically review compliance with the code of good practice in research and its implementation.
- Consolidate with the Generalitat of Catalonia a basic job structure and a feasible research career plan, taking into account the economic resources available.

3.2. In the area of training

3.2.1. Strategic objective

To internationalise training in demography and constantly update the contents, both in the field of teaching and in the follow-up of training stays.

3.2.2. Specific objectives

- Maintain the quality mention of the doctoral programme in demography.
- To periodically redefine the postgraduate programmes in order to maintain the quality and updating of work methods and tools.
- Promote the number and duration of pre-doctoral stays in prestigious foreign centres.
- Encourage the participation of students in the European Doctoral School of Demography (EDSD).
- Design an annual continuous training plan based on the training needs expressed by the staff.
- Encourage specific training programmes in demographic methods and techniques for technical staff and trainees.
- Organise intensive national and international programmes for postgraduates and professionals (Barcelona Four Seasons School of Demography or ADEH).
- Monitor the mentoring of predoctoral and postdoctoral staff, periodically reviewing the guidelines, while taking into account possible gender biases.

3.3. In the area of dissemination, transfer and social impact

3.3.1. Strategic objective

To take on new challenges related to the transfer of knowledge generated by the research centres and its social impact, without neglecting the publication and dissemination of the results of internationally renowned research in prestigious journals and conferences.

3.3.2. Specific objectives

- To promote the excellence of the publications in which research is disseminated, prioritising journals indexed in the first quartiles of the speciality.
- To ensure the mechanisms that allow the detection of results generated for basic research, which are susceptible to transfer.
- Stimulate a debate on the social utility of research and its impact, empowering research staff to share their objectives and projects with the social agents receiving the knowledge generated.
- To disseminate and facilitate access to the Social Explorer, the CED's spatial-demographic Data Hub, by the scientific and academic community, but also by the public.
- To promote the high level of participation and excellence in conferences and professional seminars of all research staff.
- Take care to include gender balance in the CED's annual programme of conferences and seminars.
- Increase the number of Open Access publications to reach 100% of all material that does not have any external restriction.
- Implement access to open data to facilitate research for the entire scientific and academic community.
- Promote the presence of research staff in the media by means of interviews and mentions at national and international level.
- Promote the participation of research staff in the dissemination of knowledge among the scientific community and the general public, by means of the publication "Perspectives demogràfiques".

3.4. In the area of management

3.4.1. Strategic objective

To establish a broad and coherent strategy that adopts European best practices in human resources management, consolidating the CED as an attractive place to carry out quality research, with an infrastructure adapted to the needs of its research staff.

3.4.2. Specific objectives

- To always bear in mind the principles of economy, effectiveness and efficiency, respect for legality, accountability and transparency.
- Develop the "hr" Action Plan for excellence in the management of human resources in research, updating it periodically, with special attention to the gender perspective, following up on the Plan for equality and management of diversity.
- To manage the CED as a socially responsible entity, with a focus on sustainable development based on criteria of balance and efficient use of resources, both economically and environmentally.

- To explore, together with the Universitat Autònoma de Barcelona, the possibilities of obtaining new spaces with suitable characteristics to host new working groups.
- To increase its own and external support in the functioning of the CED and in the management of projects that require intensive monitoring by the funding administrations.
- To implement a comprehensive technical research management system (ERP) that facilitates the work of economic and scientific monitoring, both for support and research staff.
- To invest in direct and indirect support staff, supporting them and providing them with the appropriate tools to carry out their work.
- To be always attentive to the strategic commitment to the establishment of policies that integrate equal treatment and equal opportunities for people, the main asset of the CED.
- Align policies, initiatives and programmes with European and international best practices in research and training management.

5. Monitoring of the Plan

Self-assessment and external evaluation are compulsory for the rendering of accounts to the member institutions of the Consortium of the Centre for Demographic Studies, its governing bodies, its staff and society in general.

Every year the CED's management presents to the CED's Governing Council the activities carried out in the previous year, as well as proposals for the new year. The annual audits of accounts and compliance with current legislation are also presented. With this act we not only respond to the control of legality, but also to the fulfilment of the established objectives.

This rendering of accounts is complemented by the annual monitoring of the indicators of the budget management programme, the monthly financial monitoring within the framework of the European System of Accounts (SEC95) and the Generalitat's Budget Law, the evaluation of the research staff, the review of the Management Quality System, the triennial evaluation by AGAUR of the Consolidated Research Groups, the evaluation carried out by the CERCA Institution on the global activity of the CED, also triennial, and, finally, other more specific ones on the accreditation of the quality of the Doctoral Programme or the fulfilment of the HRS4R Action Plan.