

**MY WATCH AS IFAE DIRECTOR  
(2008-2014)  
a somewhat personal view**

# HOW I ENDED UP IN THIS ROLE

- Joined IFAE in 1993, from U. California-Santa Cruz, after two 6-month visits, during which I started up a small group to build the ATLAS Tile Calorimeter.
- 1993-2002: with M. Bosman and Ll. Miralles, and much help from Enrique and R. Pascual:
  - Made, tested Tile Cal prototypes
  - Built 350 m<sup>2</sup> workshop (w/ 16-ton crane)
  - Built ¼ of TileCal (about 700 tons)
- 2003: joined CDF, thanks to Mario Martínez.
  - (I did very little, but the IFAE group under Mario did well)
- 2007: Enrique and R. Pascual twisted my arm into being the next IFAE director
  - Only later I realized that they had been planning this for some time...



# CHALLENGES, COUNTERMEASURES

- The Spanish (and world-wide) financial crisis, from 2008
  - led to **to a cut** in Catalan base funding (**salary money!**)
  - and (gradually) to **30-40% cut** in Spanish research funding
- Since 2008, the Spanish Treasury **demands returning funds properly spent on research** ( a few hundred k€, already)
  - on the basis of small formalities, or without any legal basis
  - ignoring our objections
- (Local: an issue with ICREA, on professors associated with research centers:)
  - Positively resolved, we had two ICREA-Academia awards
- By 2012, GenCat had **reversed** part of the base funding cuts
  - Finally: 15% less than expected in 2012, and **frozen funding** until 2017
  - All IFAE **salaries FROZEN** since 2010 – but **no one was fired**
- Applied for **return of TVA**, from 2012 onwards (200-300 k€/year)
  - About 90% successful, with court challenges, and long negotiations.

# THE POSITIVE SIDE

## ■ Facilities:

- **Conservation** of workshops/labs - helped by crisis, that *nullified plan to destroy/replace our buildings*
- Built a multifunction clean room, for microelectronics and other activities
- Expansion of mechanical, electronics and experimental facilities

## ■ **Agreements** with UAB's V-Rector C. Jaime on workshops and space in main building

- allowed us to survive and expand without a new building

## ■ New **ICREA positions**: 2 experimenters, 2 theorists

## ■ **Research lines**:

- My initiative:
  - ATLAS Pixels, new
  - Medipix, revived
- No merit of director: **CTA** was established in Spain, and internationally
- No merit of director: expansion of observational cosmology activities, including a whole home-built camera (**PAU**)

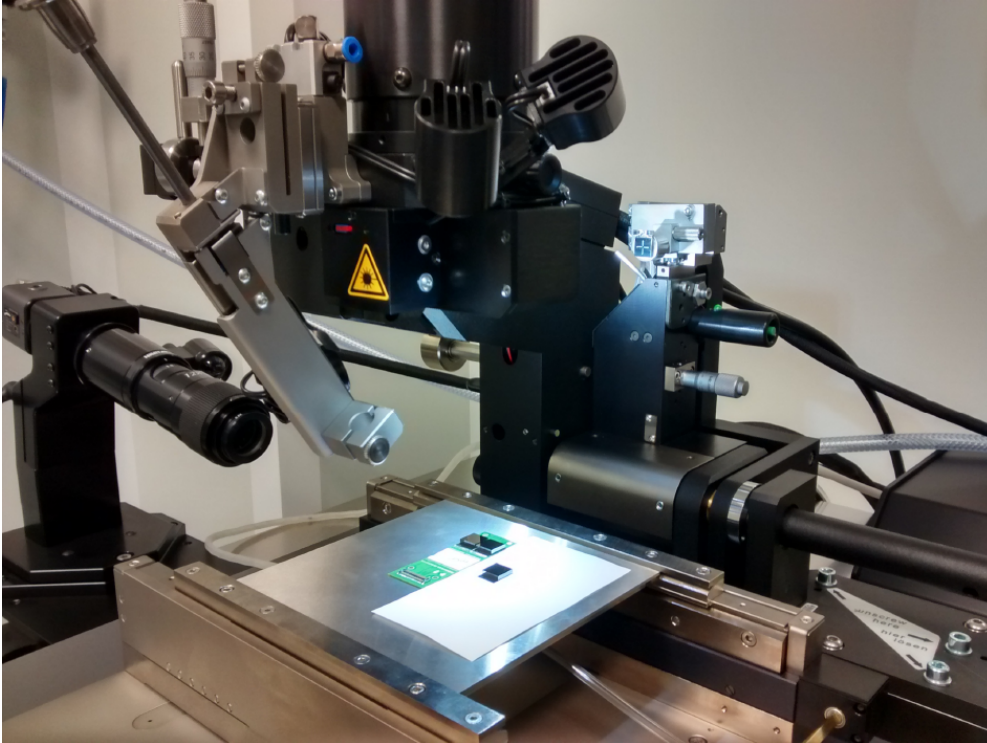




**THE CLEAN ROOM IN 2012**



# THE CLEAN ROOM'S TOOLS





# IN RETROSPECT

- In 2007, IFAE had **103** persons (of which **14** in technical division)
- At end of 2014, it had **142** (of which **26** in technical division)
  - In spite of the crisis, and the cuts, we managed some growth
  - Especially of the technical staff.
- A word about style: I am not as discreet as Enrique... and in my watch, the Generalitat made it clear that directors of Catalan research centers have *much autonomy, and total responsibility*.
  - I liked this message
  - But I felt the need to discuss decisions with R. Miquel, who served for > 6 years as the adjunct director. I am very grateful for his help.
  - .... I like to be in command. A colleague told me, recently: "You were not a director, you were an emperor".
- I resigned at the end of 2014, with one more year to go as director
  - to let the next director take long-term commitments with research personnel
  - and to return to research, before retiring.

# LAST, THE BEST NEWS OF MY WATCH:

- Thanks to Manel Martínez, and with Ramon's help, IFAE in 2012 got the **Severo Ochoa excellence award**
  - Crucial help against losses of funding
  - Allowed to hire badly needed personnel (KTT, project assistance, communication)
  - Strengthened microelectronics facilities
  - Provided extra student, postdoc positions
  - Helped projects in need
- Renewed in 2016 (more from Manel)