



**Aristos  
Campus  
Mundus  
2015**

 **Deusto**  
Universidad de Deusto  
Deustuko Unibertsitatea

UNIVERSIDAD PONTIFICIA  
ICA ICADE  
**COMILLAS**  
M A D R I D

**Universitat  
Ramon  
Llull**  
Barcelona

***Area D. INTERNATIONALISATION  
OF THE AGGREGATION  
PROJECT***





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## AREA D. INTERNATIONALISATION OF THE AGGREGATION PROJECT

*(This Area corresponds to Section 2.6 as suggested in the User's Guide)*

### INTRODUCTION

As a university aggregation project, Aristós Campus Mundus 2015 proposes the full internationalisation of universities as an essential aspect of the project. Along with other actions contained in previous sections (international joint degrees, the international character of the doctoral school, participation in international teams in the R&D&I and transfer *focus areas*, connectivity of teams through the E-Park, the international outreach of social and professional networks, etc.), the aim is to progress in the attraction and engagement of talent and in the progressive aggregation of universities all over the world to the project.

In order to do this, the aggregated project undertakes to ensure:

- a) The development of means that favour the attraction and engagement of prestigious teaching and research staff as well as administrative and services staff with international experience.
- b) International promotion aimed at attracting students.
- c) The presence in international networks for collaboration between teaching and research staff.
- d) The advanced extension of the aggregation project to a limited and progressive number of prestigious universities.

The project, therefore, pursues the internationalisation of its teams of researchers, faculty and management, as well as the internationalisation of the origin of the students studying for undergraduate, Master's and PhD degrees at their schools. Likewise, it aims to extend the concept of integral aggregation to universities, which, due to the project's identity, prestige and similarity, want to join in the current project.

## I. THE JOINT COLLABORATION PLAN

### Summary

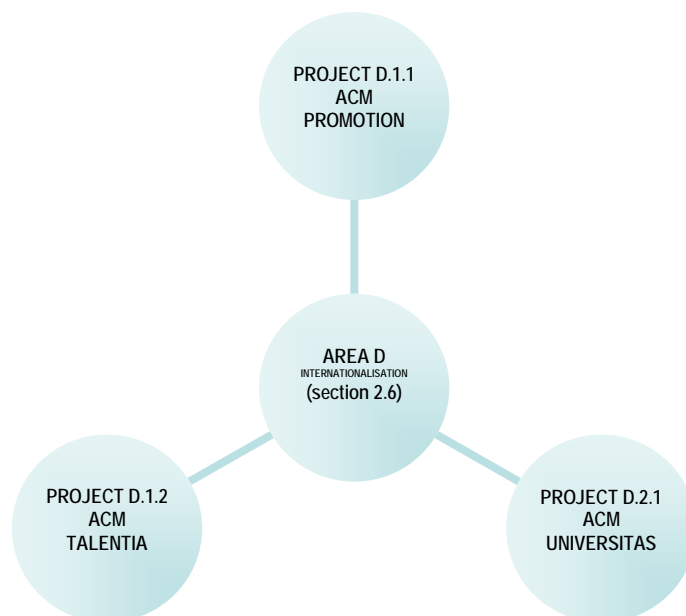
The Joint Collaboration Plan for the area corresponding to the *Internationalisation of the aggregation project* sets itself 2 main objectives, carried out via 3 projects, which include a total of 10 actions.

The two objectives follow two different yet complementary itineraries. On the one hand, the internationalisation of the university communities, researchers, faculty, management and students, in the quest for excellence, individuals with great potential or international prestige. On the other hand, the internationalisation of the universities themselves, of their research and teaching activities, based on the participation in networks and the extension of the aggregation project to universities all over the world. Some of the aspects worthy of note, considered in both projects, include:

- ▶ The development of measures that favour the attraction and engagement of prestigious teaching and research staff.
- ▶ The incorporation of administrative and services staff, especially in the area of management, marketing and communication, in order to project a global image.
- ▶ International promotion in order to attract undergraduate, postgraduate, Master's and PhD students from all over the world.
- ▶ The active presence of the aggregated universities in international networks for collaboration between teaching and research staff.
- ▶ A better use of the networks of Jesuit universities (231 centres) and La Salle universities (46 centres) all over the world.
- ▶ The advanced extension of the aggregation project to a limited and progressive number of prestigious universities.

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This is an internationalisation project based on the strengthening of the aggregated universities and the extension of the joint aggregation project to new universities.



**Objective D.1: To foster coordinated talent promotion, attraction and engagement actions for the aggregated universities**

Globalisation has reached the higher education area. The aggregation should favour the possibilities of promoting the university community at an international level, and also attract and engage world-class teaching and research staff, and administrative and services staff to cope with the growing globalisation process, and undergraduate and especially postgraduate students, studying for both Master's and PhD degrees.

This first objective of the Aristós Campus Mundus 2015 Project, in the internationalisation area, takes advantage of the opportunity that the aggregation presents for achieving greater visibility in terms of the Global Higher Education Area.

The incorporation of professionals and students from different parts of the world favours the generation of more universal knowledge and a more multilingual and intercultural teaching-learning situation.

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In addition, there is a shared commitment to carry out mobility actions to extend the benefits of the internationalisation to the three groups that make up the entire university community.

The promotion of the aggregated universities is proposed in order to ensure they are better known and more highly valued at an international level, thereby favouring the mobility of the members of the respective university communities. This promotion includes carrying out itinerant demo courses, the universities' presence in trade fairs, the hiring of commercial agents in emerging countries, posting information on websites, enhancing their positioning in search engines, and their presence in social networks. Likewise, the aim is to make the aggregated universities attractive to researchers, faculty, professionals and students who are looking for somewhere where they can progress in their activity and/or education. The attraction and engagement measures include those related to the search for specific sources of funding, the diffusion of the *focus areas* and their own teams that are involved, the creation of a very specialised integration programme, etc.

	University Community		
	PDI Teaching and Research Staff	PAS Administrative and Services Staff	Undergraduate and postgraduate (Master's and PhD) students
Promotion	OUT / Mobility actions in aggregated university communities IN / International campaigns as aggregated universities		
Attraction			
Engagement			

This Objective will be carried out on the basis of three projects, which are described below.

**Project D.1.1. ACM PROMOTION**

This project aims to complement talent attraction and engagement by fostering support measures such as the nurturing of members of aggregated university communities through the intensification of mobility actions such as the promotion of their own talent and the subsequent suitable integration of external engagements.

The project will be based on 4 actions. The first action includes the incorporation of marketing and communication professionals specialised in the international promotion of universities. The second action involves a series of initiatives that intensify the visibility of aggregated universities in the world. The third action establishes a high-quality integration protocol for new international incorporations. The fourth action strengthens the mobility and international nurturing actions for their own talent.



### ***Project D.1.2. ACM TALENTIA***

This project aims to incorporate researchers, faculty and management with a known professional background at an international level, as well as students with great potential, from all corners of the globe.

The project will be based on 4 actions. The first action aims to achieve the international promotion of the offer of undergraduate and postgraduate degrees in the aggregated universities. The second action focuses on the design and development of a pre-doctoral programme, linked to the Doctoral School and the research groups working in the *focus areas*. The third action concerns the implementation of a post-doctoral programme, linked to the research groups and the *focus areas* of the aggregation. The fourth action establishes a programme of research fellows and visiting professors, linked to the research groups working in the *focus areas*, the Doctoral School and the joint degrees.

### Key indicators for Objective D.1

The following table includes the indicators that facilitate the assessment of the objective, as well as their baseline values and progression over the course of the aggregation project.

Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind D.1.1	Number of professional marketing and communication contracts for the international promotion of the Aggregation	0	1	1	2	2	3
Ind D.1.2	Number of joint international promotion actions for the offer of undergraduate and postgraduate degrees in the aggregated universities	0	1	2	2	4	4
Ind D.1.3	Existence of a common protocol for the attraction and integration of talent	No	Yes	Yes	Yes	Yes	Yes
Ind D.1.4	Number of foreign pre-doctoral researchers (connected to the Doctoral School) and research groups- <i>focus areas</i>	98	100	110	120	135	150
Ind D.1.5	Number of foreign post-doctoral researchers (connected with the research groups in the <i>focus areas</i> )	10	12	15	20	28	35
Ind D.1.6	Number of visiting professors (professors, lecturers, and visiting researchers, connected with the research teams in the focus areas, Doctoral School and joint international degrees)	148	150	155	160	170	180



## **Objective D.2: To carry out processes of international aggregation with prestigious universities**

The second objective of the Aristós Campus Mundus 2015 Project in the internationalisation area of the aggregation project, involves the combination of the current international research and teaching cooperation networks that the aggregated universities participate in. Likewise, it activates the potential of the important and extensive networks of Jesuit and La Salle universities. However, this second objective aims to go further, with the extension of the aggregation concept to a limited number of prestigious universities that join.

- The intensification of the active presence of the aggregated universities in international networks for collaboration between teaching and research staff.
- A better use of the networks of Jesuit universities (231 centres) and La Salle universities (46 centres) all over the world.
- The advanced extension of the aggregation project to a limited and progressive number of prestigious universities. Consequently, the exchange of plans and agents establishes an aggregated, individual map for participation in international networks, alongside the aggregation map for the use of Jesuit and La Salle networks, as well as the resulting international aggregation map.

	Plans		
	Participation in international networks	Jesuit and La Salle Networks (a total of 277 universities)	International Aggregation
Ramon Llull	URL Map		
Deusto	UD Map		
Comillas	UPCO Map		
ACM		ACM Map	ACM Map

This Objective will be carried out on the basis of a single project, which is described below.

***Project D.2.1. ACM UNIVERSITAS***

This project establishes the bases for the optimal use of the international university networks in which the aggregated universities participate. It focuses particularly on the potential of the Jesuit and La Salle university networks across the world. The project will be based on 2 actions. The first action involves creating a map of international networks in which the aggregated universities participate, in order to optimise their future presence. The second action optimises the opportunities provided by the aggregated universities belonging to the extensive Jesuit and the La Salle university networks.

**Key indicators for Objective D.2**

The following table includes the indicators that facilitate the assessment of the objective, as well as their baseline values and progression over the course of the aggregation project.

Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind D.2.1	Annual percentage of increase in number of agreements with universities	1026	5%	5%	5%	5%	5%
Ind D.2.2	Percentage of Jesuit and La Salle universities to have agreements with the Aggregation project	20%	20%	25%	30%	35%	40%

## II. LINK BETWEEN THE INDIVIDUAL STRATEGIC PLANS AND THE JOINT COLLABORATION PROJECT

### UNIVERSITAT RAMON LLULL (URL)

#### 1. Summary

We shall analyse the link between URL's revised Individual Strategic Plan (Ramon Llull Campus Mundus – RCM) and area D of the Joint Collaboration Plan (Aristós Campus Mundus – ACM 2015). In order to do so, we shall analyse the main contributions for each of the objectives proposed by ACM 2015. As a general rule, a broad connection criterion has been used, so that anything that in some way or another contributes to the ACM 2015 projects has been included in the connection. As commented in the General Introduction to the Project, the joint project's "muscle" consists of the different parts of the three Individual Strategic Projects, which help achieve the objectives of the Joint Plan.

#### ***Objective D.1: To foster coordinated talent promotion, attraction and engagement actions for the aggregated universities***

RCM's actions that are linked to this ACM 2015 objective are divided up into the two planned projects described in the objective. Firstly, ACM Promotion carries out RCM's actions aimed at improving the guidance and integration systems for new members of the university community, and those aimed at promoting English as the third lingua franca on campus. Secondly, in relation with the ACM Talentia Project, RCM contributes both in its engagement programmes for world-class teaching and research staff, and with its international and excellence grant programmes.

#### ***Objective D.2: To carry out processes of international aggregation with prestigious universities***

RCM's actions linked to this ACM 2015 objective are those aimed at capitalising as much as possible on the possibilities of the university networks they belong to, especially those of the Jesuit and La Salle universities, as well as those of the European Federation of Catholic Universities (FUCE) and the International Federation of Catholic Universities (FIUC).

## 2. Universitat Ramon Lull actions linked to the Joint Collaboration Project

The following table provides details about URL's actions in the CIE Project, which are linked directly to the ARISTÓS CAMPUS MUNDUS Project.

ARISTÓS CAMPUS MUNDUS		RAMON LLULL CAMPUS MUNDUS	
<b>Objective D1: To promote coordinated talent attraction and engagement actions for the aggregated universities</b>		<b>Objective D1: To promote coordinated talent attraction and engagement actions for the aggregated universities</b>	
Project Code	Name and/or description	Action Code	Name and/or description
D.1.1. ACM PROMOTION	To promote measures for support, as well as the nurturing of the university's own talent	C.4.1 RCM	To improve the guidance and integration of students, research and teaching staff, and administrative and services staff, especially international students and faculty
		C.4.2 RCM	To promote English as the third lingua franca
D.1.2. ACM TALENTIA	To incorporate prestigious researchers, teaching and management staff, as well as students with great potential	A.2.1 RCM	To promote the current grant programmes as an element for attracting talent
		A.4.1 RCM	To intensify the integration and mobility policies, as well as the hiring of international faculty with clear research potential, and senior professors with an exemplary track record
		B.4.2 RCM	To promote actions to attract students, especially international students, through the university's own grants and those of other bodies.
<b>Objective D.2: To carry out international aggregation processes with prestigious universities</b>		<b>Objective D.2: To carry out international aggregation processes with prestigious universities</b>	
Project Code	Name and/or description	Action Code	Name and/or description
D.2.1 ACM UNIVERSITAS	To optimise the presence and participation in international university networks, especially in Jesuit and La Salle university networks	A.4.2 RCM	To capitalise as far as possible on the university networks to which it belongs, especially Jesuit and La Salle university networks as well as those of the European Federation of Catholic Universities (EFCU) and the International Federation of Catholic Universities (IFCU).

### 3. Brief description of the actions linked to the Joint Collaboration Project

In order to ensure the brevity and clarity of the document, the actions linked at a group action level will be described, following the same structure that was used in the URL Individual Strategic Plan presented in the previous CIE open competition.

<b>Linked Objective</b>	<b>A.2 RCM</b> To become one of the most attractive campuses in Southern Europe for international students
<b>Linked Actions</b>	<b>A.2.1 RCM</b> To promote the current grant programmes as elements designed to attract
<p>URL has always viewed internationalisation as an essential, strategic aspect for guaranteeing its quality and excellence. This objective aims to promote the attraction of talented students, increasing the current grant programmes, both for Spaniards and non-Spaniards, and offering a higher number of programmes, taught in English, with global contents and focus.</p>	

<b>Linked Objective</b>	<b>A.4 RCM</b> To increase the international nature of the faculty and of their teaching-research function
<b>Linked Actions</b>	<b>A.4.1 RCM</b> To intensify the integration and mobility policies, as well as the hiring of international faculty with clear research potential, and senior professors with an exemplary track record
	<b>A.4.2 RCM</b> To capitalise as much as possible on the possibilities of the university networks it belongs to, especially those of Jesuit and La Salle universities, and the European Federation of Catholic Universities (EFCU) and the International Federation of Catholic Universities (IFCU) networks
<p>URL has always considered that one of its fundamental strategic areas of innovation and social contribution was the excellence of its faculty and their professional development, inasmuch as this is a basic guarantee of excellence for a university.</p> <p>With this objective, the university aims to increase the internationalisation of the faculty. In this respect, its private legal nature and its federal structure allow mechanisms for hiring capable faculty and the possibility of using the international job market to engage talent.</p>	

<b>Linked Objective</b>	<b>B.4 RCM</b> To reinforce the organisational model of the PhD degree through the concept of Doctoral Schools able to attract international talent and in collaboration with the business sector
<b>Linked Actions</b>	<b>B.4.2 RCM</b> To promote actions to attract PhD students, especially international students, through the university's own grants and those of other bodies
<p>Despite officially depending on the university departments, URL's PhD programmes have been developed in collaboration with the research groups and centres; thus, progress has been made in many of the concepts and objectives pursued by the idea of the Doctoral Schools. The international component of our PhD degrees is already quite considerable today. Therefore, for example, 74% of the students in ESADE's PhD programme are non-Spaniards. At the end of the programme, 83% of the PhD graduates are hired by universities and 17% by companies; only 10% of the graduates stay in Spain, the rest work outside of Spain (60% in the European Union).</p> <p>Aware that the PhD degree is one of the most important elements for attracting talent, we aim to consolidate, strengthen and generalise this concept, in order to be able to offer PhD programmes that are closely related to the research groups and their projects, as well as with the rest of the University's educational work. We aim to ensure our PhD programmes are attractive to students of different origins (international and from the business sector), promoting pre-doctoral grant programmes for excellence for the new Doctoral Schools.</p>	



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<b>Linked Objective</b>	<p><b>C.4 RCM</b> To ensure the integration of students, teaching and research staff and administrative and services staff through integration services that manage their different requirements</p>
<b>Linked Actions</b>	<p><b>C.4.1 RCM</b> To improve the guidance and integration of students, teaching and research staff, and administrative and services staff, especially international students and faculty</p>
	<p><b>C.4.2 RCM</b> To promote English as the third lingua franca</p>
<p>URL has a clear history of integrating students into campus life. Therefore, in order to favour their rapid integration, in all its Centres it has Student Guidance Services, with over 245 staff members, who provide support in personal, academic and social areas. Moreover, they support the integration of students from other parts of Spain or different countries, in order to help them settle in (accommodation, processing of residence permits, etc.).</p> <p>The challenge is to continue to promote the guidance and integration of students and new incorporations of teaching and research staff and administrative and services staff, paying particular attention to the integration of international students and faculty. In order to do this, on the one hand projects for the construction of 3 new halls of residence have been defined. They will allow us to offer 267 additional places in halls of residence and to develop areas that promote the integration of different members of the academic community. Another important aspect for international integration is the use of English, promoting it as the third lingua franca and working language, especially in the most critical areas such as research, and the doctoral and postgraduate schools.</p>	

## UNIVERSIDAD DE DEUSTO (UD)

### 1. Summary

UD's Individual Strategic Plan (Deusto Campus Mundus – DCM) is linked to area D of the Joint Collaboration Project (Aristós Campus Mundus – ACM) through a series of contributions to each of the proposed objectives. As a general rule, a broad connection criterion has been used, so that anything that in some way or another contributes to the ACM 2015 projects has been included in the connection. As commented in the General Introduction to the Project, the core of the joint project consists of the different parts of the three Individual Strategic Projects, which help achieve the objectives of the Joint Plan.

#### ***Objective D.1: To foster coordinated talent promotion, attraction and engagement actions for the aggregated universities***

DCM's actions that are linked to this ACM 2015 objective are divided up into the two planned projects described in the objective. Firstly, ACM Promotion includes actions focused on the regeneration of the mobility management system, as well as an adequate offer of degrees taught in English, and communication and international promotion activities. Secondly, with regard to the ACM Talentia Project, the actions included in DCM contribute with the organisation of a world-class offer of degrees, areas for integration and interculturality-oriented exchange areas and a multilingual University Community.

#### ***Objective D.2: To carry out processes of international aggregation with prestigious universities***

DCM's actions linked to this ACM objective are those aimed at combining internationalisation with cooperation and development. Therefore, along with the actions proposed in ACM, DCM contributes the empowerment and the promotion of justice and intercultural dialogue, as an inspirational source of international relations and the training of human capital.



## 2. Universidad de Deusto actions linked to the Joint Collaboration Project

The following table provides details about UD's actions in the CIE Project, which are linked directly to the ARISTÓS CAMPUS MUNDUS Project.

ARISTÓS CAMPUS MUNDUS		DEUSTO CAMPUS MUNDUS	
<b>Objective D1: To promote coordinated talent attraction and engagement actions for the aggregated universities</b>		<b>Objective D1: To promote coordinated talent attraction and engagement actions for the aggregated universities</b>	
Project Code	Name and/or description	Action Code	Name and/or description
D.1.1. ACM PROMOTION	To promote measures for support, as well as the nurturing of the university's own talent	D.2.1 DCM	Transformation of the management model through participation in a study of organisational models (Erasmus Structural Network)
		D.2.2 DCM	Development of information, guidance and results-monitoring systems and recognition
D.1.2. ACM TALENTIA	To incorporate prestigious researchers, teaching and management staff, as well as students with great potential	D.2.3 DCM	Promotion of reception and integration service with a welcome service by local students (DeustoKide Project)
		D.6.1 DCM	Academic offer of at least 30% of the ECTS credits in English in undergraduate degrees, increase in postgraduate degrees (Master's and PhD), taught entirely in English
		D.6.2 DCM	Measures to support research activity and scientific production in English
		D.6.3 DCM	Design of a Management Plan for Multilingualism in teaching, research, management and communication areas
		D.7.1 DCM	Support for the positioning and recognition of the brand image
		D.7.2 DCM	Direct promotion actions, e-directs and e-indirects aimed at intermediation agencies, opinion leaders, agencies supporting internationalisation and the media
		D.1.1 DCM	Consolidation of the 7 Master's programmes majoring in Erasmus Mundus, with the possible recognition of others
		D.1.2 DCM	Obtaining an Erasmus Mundus major for 3 PhD programmes
		D.1.3 DCM	Joint international degree courses in most of the new undergraduate degrees
		D.3.1 DCM	Creation of areas for integration, meeting and interaction at different levels
D.2.1 ACM UNIVERSITAS	To optimise the presence and participation in international university networks, especially in Jesuit and La Salle university networks	D.3.2 DCM	Educational actions centred on interculturality for faculty and administrative and services staff
		D.3.3 DCM	Promotion of intercultural experiences, communication and awareness-raising actions
		D.5.1 DCM	Multilingual nurturing of the University Community (faculty, administrative and services staff, and students) both in interpersonal communication and in carrying out their professional activity in a foreign language
		D.5.2 DCM	Promotion of a new Language Centre based on the aggregation of the current centres
<b>Objective D.2: To carry out international aggregation processes with prestigious universities</b>		<b>Objective D.2: To carry out international aggregation processes with prestigious universities</b>	
Project Code	Name and/or description	Action Code	Name and/or description
D.4.1 DCM	To optimise the presence and participation in international university networks, especially in Jesuit and La Salle university networks	D.4.1 DCM	Consolidation of the experience of the UNESCO Chair in Training Human Capital for Latin America
D.4.2 DCM		D.4.2 DCM	Proposal of protocol for the empowerment and return of graduates to Southern countries

### 3. Brief description of the actions linked to the Joint Collaboration Project

In order to make the document easier to understand, the linked actions will be described, adapting the structure of the Universidad de Deusto (Deusto Campus Modus) Individual Strategic Plan, presented in the previous CIE open competition.

<b>Linked Objective</b>	<b>D.1 DCM</b> To achieve annual increases aimed at attaining 20% international students in the next four years
<b>Linked Actions</b>	<b>D.1.1 DCM</b> Consolidation of the 7 Master's programmes majoring in Erasmus Mundus, with the possible recognition of others
	<b>D.1.2 DCM</b> Obtaining an Erasmus Mundus major for 3 PhD programmes
	<b>D.1.3 DCM</b> Joint international degree courses in most of the new undergraduate degrees
<p>The objective is to reach the figure of 20% international students at the Universidad de Deusto in the next four years. It is considered essential to continue the line of internationalisation of the offer both in postgraduate (Master's and PhD) and undergraduate degrees. In the case of the Master's, there is the initial advantage of having 7 programmes that major in Erasmus Mundus, which will have to be consolidated and increased as far as possible. In the case of the PhD programmes, the obtaining of Erasmus Mundus majors will be a hard task, but one of great strategic importance. As for the undergraduate degrees, the main interest lies in the offer of joint degrees with prestigious world-class universities. A good faculty offer is essential in order to attract international talent.</p>	

<b>Linked Objective</b>	<b>D.2 DCM</b> To establish systems, structures and processes that ensure stable mobility and high-quality individuals
<b>Linked Actions</b>	<b>D.2.1 DCM</b> Transformation of the management model through participation in a study of organisational models (Erasmus Structural Network)
	<b>D.2.2 DCM</b> Development of information, guidance and results-monitoring systems and recognition
	<b>D.2.3 DCM</b> Promotion of reception and integration service with a welcome service by local students (DeustoKide Project)
<p>The mobility systems were proposed at the beginning of the 1990s, with the launching of the Erasmus programme. The current globalised reality requires an in-depth review of these systems and the creation of another way of proposing the processes and structures that support the attraction and nurturing of talent. In all this, reception and integration are of extraordinary importance.</p>	



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<b>Linked Objective</b>	<p><b>D.3 DCM</b> To achieve a high level of intercultural integration and cohesion at a campus level between the different groups, cultures, languages, identities and religions, this aspect in being of particular relevance for the Universidad de Deusto Project</p>
<b>Linked Actions</b>	<p><b>D.3.1 DCM</b> Creation of areas for integration, meeting and interaction at different levels</p>
	<p><b>D.3.2 DCM</b> Educational interculturality-oriented actions for faculty and administrative and services staff</p>
	<p><b>D.3.3 DCM</b> Promotion of intercultural experiences, communication and awareness-raising actions</p>
<p>The growing mobility, alongside the attraction and engagement of talent, require the creation of intercultural university areas, which, without giving up their own identity and personality, are conscious of the diversity and open to meeting people with different backgrounds, etc. Therefore, the integration, meeting and interaction areas, along with the promotion activities, are basic elements of any internationalisation strategy. As a result of the above, the education of our University Community in interculturality is essential in order to cope with the presence of individuals from all over the world.</p>	
<b>Linked Objective</b>	<p><b>D.4 DCM</b> To lay the foundations of a model that can have a clear impact on the countries the students come from, using unmistakable cooperation and empowerment keys</p>
<b>Linked Actions</b>	<p><b>D.4.1 DCM</b> Consolidation of the experience of the UNESCO Chair in Training Human Capital for Latin America</p>
	<p><b>D.4.2 DCM</b> Proposal of a protocol for the empowerment and return of graduates to Southern countries</p>
<p>The internationalisation must involve a great deal of international cooperation. Empowerment must be an objective of any process to attract and engage talented individuals from less developed countries. Empowerment guarantees the training of social, economic, political and cultural leaders who can invigorate the development of the communities they originate from, based on the teaching-learning and research-development-innovation processes used to train them at our University.</p>	



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<b>Linked Objective</b>	<p><b>D.5 DCM</b> To nurture the University Community as a multilingual human group (faculty, administrative and services staff, and students) both in interpersonal communication and in carrying out their professional activity in a foreign language</p>
<b>Linked Actions</b>	<p><b>D.5.1 DCM</b> Multilingual nurturing of the University Community (faculty, administrative and services staff, and students) both in interpersonal communication and in carrying out their professional activity in a foreign language</p>
	<p><b>D.5.2 DCM</b> Promotion of a new Language Centre based on the aggregation of the current centres</p>
<p>Multilingualism is an essential ingredient in a growing interationalisation process. The nurturing of the members of the University Community in order to ensure fluid interpersonal communication and to be able to develop professional teaching, research and services activities in a foreign language is essential in order to ensure the growing capacity for international attraction.</p>	
<b>Linked Objective</b>	<p><b>D.6 DCM</b> To achieve the optimal integration of the official languages (Basque and Spanish) with other non-official languages (English, etc.) in the university teaching, research, management and communication activities</p>
<b>Linked Actions</b>	<p><b>D.6.1 DCM</b> Academic offer of at least 30% of the ECTS credits in English in undergraduate degrees, increase in postgraduate degrees (Master's and PhD) taught entirely in English</p>
	<p><b>D.6.2 DCM</b> Measures to support research activity and scientific production in English</p>
	<p><b>D.6.3 DCM</b> Design of a Management Plan for Multilingualism in teaching, research, management and communication areas</p>
<p>Whilst the multilingual nurturing of the faculty, administrative and services staff, and students is important, the integration of foreign languages into the local languages in the syllabuses for undergraduate and postgraduate degrees, as well as into the generation of knowledge of management and communication processes are fundamental. Only the appropriate application of a Multilingualism Master Plan can establish the bases for a real capacity for attracting talented students and professionals.</p>	



**AREA D.  
INTERNATIONALISATION OF  
THE AGGREGATION PROJECT**

<b>Linked Objective</b>	<b>D.7 DCM</b> To promote the current policy of global communication and international promotion
<b>Linked Actions</b>	<b>D.7.1 DCM</b> Support for the positioning and recognition of the brand image
	<b>D.7.2 DCM</b> Direct promotion actions, e-directs and e-indirects aimed at intermediation agencies, opinion leaders, agencies supporting internationalisation and the media
<p>The corollary to the above is a global communication and promotion policy, which, along with a solid teaching and research offer, positions the university's brand image through the actions aimed at the different agents that can have an influence on the choice of our University as the place in which to study or carry out research.</p>	

## UNIVERSIDAD PONTIFICIA COMILLAS (UPCO)

### 1. Summary

The next few pages will examine the correlation between the specific actions planned in the Comillas Campus Mundus Project (CCM) and the objectives and projects in area D, corresponding to the internationalisation of the activity in the Joint Collaboration Project (ACM 2015). A brief summary follows, which will later be complemented by a more detailed explanation of the linked actions.

#### ***Objective D.1: To foster coordinated talent promotion, attraction and engagement actions for the aggregated universities***

In their CCM project, Comillas proposes actions associated with the two projects included in this objective. In relation with the first of them, ACM Promotion, it emphasises, in particular, the development of policies to guarantee the international mobility of professors in order to improve the international nurturing of their own talent. With regard to the second project (ACM Talenta), Comillas proposes several specific actions to attract international talent in different areas of the university activity (postgraduate professors and students, researchers, and PhD professors and students).

#### ***Objective D.2: To carry out processes of international aggregation with prestigious universities***

The CCM Project also coincides with the AMC'2015 Project in the preparation of measures aimed at consolidating international networks for faculty and research (with specific actions at an internal level – affecting the objectification of tasks and in the promotion processes – which foster participation, and in the leadership of networks and international committees of experts) and offering joint international degrees, focusing on PhD degrees in particular.

## 2. Universidad Pontificia Comillas actions linked to the Joint Collaboration Project

The following table provides details about the actions carried out by Universidad Pontificia Comillas in the CIE Project, which are linked directly to the ARISTÓS CAMPUS MUNDUS Project.

ARISTÓS CAMPUS MUNDUS		COMILLAS CAMPUS MUNDUS	
<b>Objective D1: To promote coordinated talent attraction and engagement actions for the aggregated universities</b>		<b>Objective D1: To promote coordinated talent attraction and engagement actions for the aggregated universities</b>	
<b>Project Code</b>	<b>Name and/or description</b>	<b>Action Code</b>	<b>Name and/or description</b>
D.1.1. ACM PROMOTION	To promote measures for support, as well as the nurturing of the university's own talent	B.2.1.CCM	Increasing the international mobility of professors
D.1.2. ACM TALENTIA	To incorporate prestigious researchers, teaching and management staff, as well as students with great potential	A.2.3.CCM	Attracting international talent
		B.3.4.CCM	Improving the integration, infrastructure, quality of placements and loyalty of visiting professors
		B.1.2.CCM	Attracting the best teaching and research talent to the University
		B.3.6.CCM	Attracting international talent to the PhD degrees at the Comillas Campus
<b>Objective D.2: To carry out international aggregation processes with prestigious universities</b>		<b>Objective D.2: To carry out international aggregation processes with prestigious universities</b>	
<b>Project Code</b>	<b>Name and/or description</b>	<b>Action Code</b>	<b>Name and/or description</b>
D.2.1 ACM UNIVERSITAS	To optimise the presence and participation in international university networks, especially in Jesuit and La Salle university networks	B.3.3.CCM	Joint PhD degrees
		A.2.2.CCM	Consolidation of an offer of joint world-class degree programmes
		B.2.3.CCM	Internationalisation of research

### 3. Brief description of the actions linked to the Joint Collaboration Project

Here we describe the specific actions linked to the Joint Collaboration Project.

<b>Linked Objective</b>	<b>A.2. CCM</b> Intensification of the University's undergraduate and postgraduate activity
<b>Linked Actions</b>	<b>A.2.2. CCM</b> Consolidation of the offer of joint world-class degree programmes
	<b>A.2.3. CCM</b> Actions aimed at attracting international talent
<p>In its individual Project, Comillas proposes attracting international talent to the campus, selectively increasing the number of foreign students in the undergraduate and postgraduate programmes. Thus, there are plans to increase the list of joint international postgraduate degrees, to increase the number of exchange agreements and to promote the teaching of subjects in English.</p> <p>Moreover, and as part of the development and promotion of its international networks, Comillas proposes the consolidation of an offer of joint international degrees.</p>	

<b>Linked Objective</b>	<b>B.1. CCM</b> A complete professor: teacher, researcher and manager
<b>Linked Actions</b>	<b>B.1.2. CCM</b> To attract the most talented University faculty and researchers
<p>The Comillas Campus Mundus Project not only aims to attract talented international students to the field of postgraduate and PhD studies, it also aims to develop a programme for locating faculty and research talent in international centres.</p>	



<b>Linked Objective</b>	<b>B.2. CCM</b> Internationalisation and empowerment of high-quality research
<b>Linked Actions</b>	<b>B.2.1. CCM</b> Increase in the international mobility of faculty
	<b>B.2.3. CCM</b> Internationalisation of research
<p>In its second strategic point, the Comillas Campus Mundus Project proposes the development of policies to guarantee the international mobility of professors, in line with the last of the proposed actions in the ACM Promotion Joint Project (which proposes the reinforcement of the international mobility and nurturing actions for the university's own talent).</p> <p>Along these lines, Comillas plans to increase the memberships of international research networks and international expert committees. In order to do this, the different research groups will foster participation in expert networks and committees, valuing this aspect positively when it comes to granting their own funding or support to groups in the terms expressed in the previous action. Moreover, the participation in, or leadership of, networks or committees of prestigious experts in the objectification of promotion tasks and processes, will be acknowledged. Despite being more closely linked to other projects, the promotion of the international mobility of the professors in three ways will also help achieve this objective: via the explicit acknowledgement of this international mobility as a merit in the promotion systems; increasing their own funding for placements abroad; and supporting professors to help them apply for national and European funding for this purpose.</p>	

<b>Linked Objective</b>	<b>B.3. CCM</b> Comillas PhD Experience Project
<b>Linked Actions</b>	<b>B.3.3. CCM</b> Joint PhD Degrees
	<b>B.3.4. CCM</b> To improve the integration, infrastructure, quality of the placements and loyalty of the visiting professors
	<b>B.3.6. CCM</b> The attraction of international talent to the Comillas Campus PhD programmes
<p>In the internationalisation area of the Joint Collaboration Project, the actions linked to the Comillas PhD Experience Project are worthy of note.</p> <p>Thus, as part of the development and promotion of the international networks, there are plans to create joint PhD programmes with the universities that make up these networks. These programmes would be associated with a programme to attract international talent (faculty and students) to the Comillas Campus.</p> <p>In order to achieve this, there are plans to improve the integration and placement protocols for visiting professors. This improvement is directly linked to the second of the projects in area D of the Joint Project (Project D.1.2. ACM Talentia), and also links perfectly with the third of the integrated actions in Project D.1.1. ACM Promotion, as does the design of a high-quality integration protocol for new international incorporations. This measure aims to improve the integration, infrastructure, quality of the placement and loyalty of the visiting professors. The specific actions include the development of an integration programme, an increase in funding, the development of specific protocols, and the creation of academic figures designed to reinforce loyalty.</p>	

### III. GENERAL INDICATORS OF THE ACTIVITY

ACM 2015 is a project with an international nature, outlook and dimension. The cross-cutting dimension to the entire project is a fundamental part of its identity. The indissoluble link between “*campus*” and “*mundus*” constitutes the most explicit declaration of intent with regards its international nature and outlook.

Beyond this significant symbolic level, the aggregation started off with a strategic collaboration agreement with Georgetown University, Boston College and Fordham University, whose memorandum constitutes a conclusive endorsement of its international outlook.

An outlook that is based on a substrate which can be summed up in the following table:

Indicator		Initial Value	2013	2015
Ind.D.1	Percentage of foreign students in undergraduate programmes	6,6%	10%	14%
Ind. D.2	Percentage of foreign students in Master's programmes	29%	32%	42%
Ind. D.3	Percentage of foreign students in PhD programmes	27%	30%	36%
Ind. D.4	Number of "Erasmus Mundus" Master's degrees	7	10	14
Ind. D.5	Number of foreign visiting professors	350	389	437
Ind. D.6	Number of foreign professors	136	161	184
Ind. D.7	Percentage of Master's degrees taught partially or completely in English	30%	40%	61%
Ind. D.8	Percentage of ECTS undergraduate degree credits taught in English	8%	10%	16%
Ind. D.9	Number of the universities' own professors and researchers in mobility actions over the last three years	442	607	876
Ind. D.10	Percentage of texts on information panels also available in English	6%	40%	60%
Ind. D.11	Number of English language and training courses for academic and research staff and administrative and service staff	68	84	97
Ind. D.12	Number of academic and research staff and administrative and service staff in English language and training programmes	440	525	656
Ind. D.13	Number of coordinated European projects	6	12	19
Ind. D.14	Number of European projects granted	37	52	66
Ind. D.15	Number of international networks being managed	4	6	8

### AREA D. INTERNATIONALISATION OF THE AGGREGATION PROJECT

Today, the aggregation's internationalisation ratios – foreign students, participating international universities, etc. – are higher than the Spanish average. During the period 2010-2015, its internationalisation strategy will focus on four main areas:

- The significant increase in the percentage of foreign students and faculty, especially in the Master's, postgraduate and PhD degree programmes.
- The aggregation's international benchmark, especially in the *focus areas*, a benchmark that is made up of: the visibility and engagement capacity of its offer, international joint degrees and the International Doctoral School, linked to the *focus areas*, the attraction of talent, Erasmus Mundus Master's degrees and participation in European and international projects.
- The extension of the advanced strategic cooperation with a small, select number of world-class international universities, the incorporation of new foreign universities into the linkage cluster and the optimisation of the interaction with Jesuit and La Salle University networks.
- The incorporation of English as a second or third lingua franca – and even as the principal lingua franca – in the programmes, in a multilingual context.