



**Aristos
Campus
Mundus
2015**

 **Deusto**
Universidad de Deusto
Deustuko Unibertsitatea

UNIVERSIDAD PONTIFICIA
ICAI ICAD E
COMILLAS
M A D R I D

 **Universitat
Ramon
Llull**
Barcelona

***Area E. CAMPUS TRANSFORMATION
AND PARTICIPATION IN THE
SUSTAINABLE ECONOMIC MODEL***





AREA E. CAMPUS TRANSFORMATION AND PARTICIPATION IN THE SUSTAINABLE ECONOMIC MODEL

INTRODUCTION	161
I. THE JOINT COLLABORATION PLAN	
Summary	162
Objective E.1	163
Objective E.2	166
Objective E.3	169
II. LINK BETWEEN THE INDIVIDUAL STRATEGIC PLANS AND THE JOINT COLLABORATION PROJECT	
UNIVERSITAT RAMON LLULL	
1. Summary	171
Objective E.1	171
Objective E.2	171
Objective E.3	171
2. Universitat Ramon Llull actions linked to the Joint Collaboration Project	172
3. Brief description of the actions linked to the Joint Collaboration Project	172
UNIVERSIDAD DE DEUSTO	
1. Summary	181
Objective E.1	181
Objective E.2	181
Objective E.3	181
2. Universidad de Deusto actions linked to the Joint Collaboration Project	182
3. Brief description of the actions linked to the Joint Collaboration Project	184
UNIVERSIDAD PONTIFICIA COMILLAS	
1. Summary	189
Objective E.1	189
Objective E.2	189
Objective E.3	189
2. Universidad Pontificia Comillas actions linked to the Joint Collaboration Project	190
3. Brief description of the actions linked to the Joint Collaboration Project	191
III. GENERAL INDICATORS OF THE ACTIVITY	194

AREA E. CAMPUS TRANSFORMATION AND PARTICIPATION IN THE SUSTAINABLE ECONOMIC MODEL

(This Area corresponds to Section 2.3 and 2.7 as suggested in the User's Guide)

INTRODUCTION

Aristós Campus Mundus 2015, as an aggregate project between three universities, sees the relationship with the respective surrounding communities as the development of a socially responsible project which favours the social transferal of the knowledge generated as well as the implementation of social innovation projects.

For this, the aggregated project encompasses:

- a) An integral vision of the aggregated universities' infrastructures, facilities and spaces.
- b) The development of projects through our aggregation which reinforce values such as sustainability, participation, accessibility, inclusion, health, equality, employment, participation, inter-culturalism, solidarity and cooperation.
- c) The configuration of a quality university campus network which is adequate and sufficient in terms of an integral vision of infrastructures, facilities, spaces and community.
- d) Interaction with the cities and territories in which the aggregated universities are incorporated.
- e) Complicity with the professionals graduating from our university centres.
- f) Cooperation with institutions, companies, social entities and communications media.

As such, the project describes university campuses dedicated to providing service to the university communities (students, professors and researchers, and administrative and service staff), campuses which are involved with the cities and territories where they carry out their activities and campuses which maintain a cooperative relationship founded on complicity with organisations and entities in a continual process of transferal and social innovation.

I. THE JOINT COLLABORATION PROJECT

Summary

The Joint Collaboration Project with respect to the *Area, Campus Transformation and Participation in the Sustainable Economic Model*, encompasses 3 broad objectives which include a total of 9 actions.

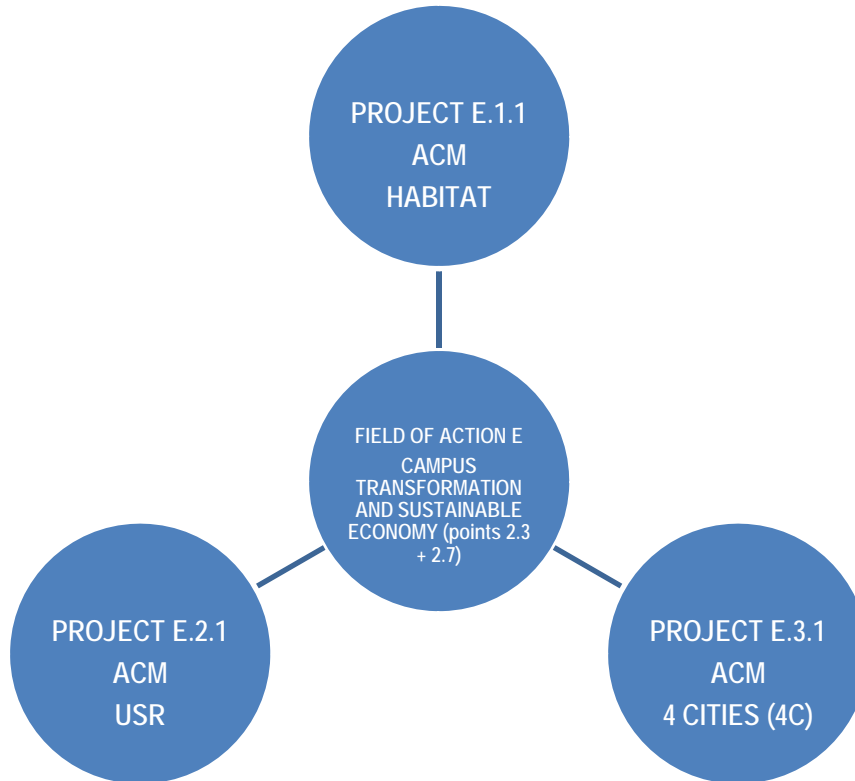
The 3 objectives span the majority of the social transferral chain and aim to have an impact on joint social innovation processes to reinforce social responsibility values, foment the integral vision of the campus, encourage cooperative complicity with professionals and public and private entities, and fully integrate the 3 universities in the respective cities and territories where they find themselves. Worth highlighting as part of the three distinct projects are:

- ▶ The coherent integration of facilities, infrastructures and spaces at the different aggregated university campuses.
- ▶ The design of a common strategy and collaborative frameworks related to University Social Responsibility (USR) issues.
- ▶ The configuration of a network of alumni and professional networks in different areas of activity.
- ▶ The creation of a network with institutions, companies and social entities based around the aggregation project.
- ▶ The generation of four innovation and social transferal centres in the cities and territories in which the aggregated universities are found.

All these aim to have an impact on the primary social transformation processes in the universities' most immediate surroundings: the environment and territory; diverse population segments and social services; life-long learning; economics, companies and employment; social networks and participation; human rights; intercultural and interreligious dialogue; and entertainment, culture, tourism and sports.

**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

The project is dedicated to social innovation and transferal based on values promoting justice and human development.



Objective E.1: Integrate the appropriate and sufficient facilities, infrastructures and spaces based on sustainability and accessibility

The first objective of the Aristós Campus Mundus 2015 project in this Area focused on transforming the campuses and participating in the sustainable economic model incorporates an integral vision of the facilities, infrastructures and the spaces of the aggregated universities based on principles of environmental quality, sustainability and accessibility.

It represents an integral and integrated view of the campuses, suited to the functions they carry out and sufficient for the needs they have to meet, avoiding unnecessary elements and the misuse of resources.

The spaces and buildings will be constructed, developed, reformed and renovated for the university communities to enjoy and use. The facilities and spaces will be integrated in a constructive dialogue with the urban, territorial and social cities which saw them rise and where they continue to grow.



AREA E. CAMPUS TRANSFORMATION AND PARTICIPATION IN THE SUSTAINABLE ECONOMIC MODEL

The aggregation model reflects on itself with a view to sustainability over space and time and a view to accessibility. This model manages spaces and resources for their rational use, avoiding an excessive ecological footprint and unreasonable overuse. It is a model which sensibly uses spaces and resources and avoids wasting energy and producing pollutants. It is a model designed from the point of view of someone with reduced mobility and different capacities, maximising their physical, social and communicative accessibility.

- Control over the use of spaces: land use, construction materials, transport use and organisation, and reduction in the use of non-renewable energy sources, favouring the increased use of alternative energy sources.
- Control of urban waste: rubbish, construction project scrap and waste, heating and refrigeration systems, noise, sanitary equipment and waste water.
- Waste management: selective gathering, treatment, recycling and re-use.
- Measures to rationalise the use of water, land, air, energy and raw materials.
- Eco-audits, environmental quality reports, environmental impact analyses and load capacity evaluations.
- Preserving habitats, natural spaces, biotopes and arboretums.
- Environmental education for members of the university communities.
- Physical accessibility and entrance/exit conditions for spaces and interior mobility.
- Social accessibility: the image of people with disabilities, inclusive teaching activities and programmes, publicity and marketing and staff training and qualification.
- Communicative accessibility and info-accessibility: elements which facilitate signage, physical and digital supports and information contents.

Consequently, sharing the plans and values mentioned above defines a map of forums for joint reflection, work groups, master plans and plans for spaces, all of which have to be completed within the next few years. The forums for reflection will become spaces for dialogue and exchange between those in charge of maintenance, sustainability and accessibility at the aggregated universities. The work groups will provide continuity to the conclusions reached in these meetings and forums for reflection, representing an exercise in the permanent transfer of these results to the reality of each campus. The master plans define the actions at each university to achieve this sustainability and accessibility. And the plans for spaces, facilities and infrastructures serve as the fundamental pillar for investments, renovations, reforms and adaptations carried out at each university.

**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

	Plans		
	Spaces	Facilities	Infrastructures
Sustainability, control of spaces and their use	Forums for reflection Work groups Master plans for sustainability and accessibility Accessibility Plan for spaces, facilities and infrastructures		
Waste management			
Tracking consumption			
Environmental education			
Physical accessibility			
Social accessibility			
Communicative accessibility and info-accessibility			

This objective will be developed based on a single project described below.

Project E.1.1. ACM HABITAT

This project sets the strategies, collaborative frameworks and sets of actions to meet the objective of coordinating the 3 aggregated universities' actions in terms of spaces, facilities and infrastructures.

The project itself consists of 3 separate actions. The goal of the first is to create a forum in which the three universities' teams can meet and exchange their experiences in terms of implementing and developing the values of sustainability and accessibility. The second action consists of creating work groups focused on the requirements and specificities of implementing and developing the master plans on sustainability and accessibility. The last serves to coordinate these master plans via specific plans on spaces, facilities and infrastructures.

Key Indicators for Objective E.1

The following table describes the indicators which will enable us to evaluate the objective as well as the start value and development over the years:

Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind E.1.1	Number of participants in the biennial international Forum on sustainability and accessibility	0	150		200		250
Ind E.1.2	Number of aggregate sector-specific work groups on sustainability and accessibility	0	1	2	2	2	2
Ind E.1.3	Number of aggregate sector-specific master plans on sustainability and accessibility	0	0	1	2	2	2

Objective E.2: Develop an aggregate University Social Responsibility Strategy

The second objective within the Aristós Campus Mundus 2015's Area regarding campus transformation and participation in a sustainable economic model aims to consolidate collaboration between the three universities around master plans for sustainability, accessibility, health and wellbeing, sexual equality, participation, employment, inter-culturalism, solidarity and development cooperation. All of these are projected inwardly, to the heart of the three respective university communities, and outwardly, to social and territorial communities near and far.

Social Responsibility is perfectly aligned with the identities and missions of the three aggregated universities participating in this project, including the aim of promoting justice and dialogue between cultures and societies. They also share a desire to extend the values mentioned above to the universities' four primary areas of activity:

- The institutional dimension, furthering the presence of these values within the organisation itself, its structures and processes;
- The pedagogical dimension, incorporating the values into the undergraduate, graduate, executive education, on-going and life-long teaching-learning models;
- The research dimension, studying the implication of the values considered and the areas of knowledge corresponding to the aggregation project; and
- The social transferal dimension, the set of aggregation initiatives in the process of social innovation generated around the mentioned values, professional training for social transformation and impact on surroundings near and far.

**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

As such, the exchange of plans and values, as mentioned above, will create a map for joint reflection, work groups and master plans to be implemented over the next few years. The forums for reflection will become spaces for dialogue and exchange of experiences amongst the aggregated universities' leaders. The work groups will provide continuity to the conclusions reached in the forums, representing an exercise in permanent transferal to the reality of each campus. The master plans detail the necessary structures and processes for the optimal development of the values identified across all four activity dimensions at the universities.

	Dimensions			
	Institution structures and processes	Pedagogy, teaching and learning	R&D+I and knowledge transferal	Social Transferal
Sustainability	Forums for reflection Work groups Master plans			
Accessibility				
Health and wellbeing				
Sexual equality				
Participation				
Employment				
Inter-culturalism				
Solidarity				
Development cooperation				

This objective consists of a single project described as follows.

Project E.2.1. ACM USR

This project outlines the strategies, collaborative frameworks and the set of actions designed to achieve the goal of coordinating actions regarding University Social Responsibility (USR) amongst the 3 aggregated universities participating.

The project consists of 3 distinct actions. The first aims to create a forum for teams from the 3 universities to share their experiences regarding the implementation and development of the different USR values across the institutional, pedagogical, research and social transferal dimensions. The second consists of creating the work groups focused on the requirements and specificities of implementing and developing the master plans. And, the third action establishes the coordination mechanisms for these plans in the aggregation framework.

Key Indicators for Objective E.2

The following table describes the indicators which will enable us to evaluate the objective as well as the start value and development over the years:

Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind E.2.1	Number of participants in the biennial international Forum on University Social Responsibility (USR) organised by the aggregated universities	0	150		200		250
Ind E.2.2	Number of aggregate sector-specific work groups on health and wellbeing, sexual equality, participation, employment, interculturalism, solidarity and development cooperation	0	2	3	4	5	6
Ind E.2.3	Number of aggregate sector-specific master plans on University Social Responsibility	0	0	2	3	5	6

Objective E.3: Develop a social transferal network in the aggregation project's areas of influence

The third objective in the Aristós Campus Mundus 2015 project with respect to campus transformation and participation in the sustainable economic model establishes the channels with which to reinforce the strengths of each university participating in the aggregation and the resulting joint collaboration project.

The creation of a powerful social aggregation network is considered across differentiated dimensions, as seen in the section regarding Area A: aggregation at the physical person, legal person and social and territorial levels. The first network brings together individuals, fundamentally alumni from each of the universities who already participate in the respective alumni networks, as well as professionals who are interested in the new aggregation project. The second network incorporates institutions, companies and social entities that already work with the three universities as well as other public and private organisations who have even greater interest, if possible, in the project resulting from the aggregation. Lastly, the third network is developed in each of the four social and territorial areas in which the aggregated universities find themselves, as well as any other cities and territories which are interested in the possibility of hosting aggregation project activities.

Project E.3.1. ACM 4 C

This project proposes the four knowledge, development, innovation and social transferal dimensions in the cities and territories where the aggregated universities are found (four cities, 4C), leaving open the possibility of creating new centres in other cities and territories interested in the potential of the aggregation project.

The aggregated universities are committed to the environmental, social, economic, political and cultural development of the cities and territories where they are found. At the same time, from a universal humanistic view and in response to the problems associated to globalisation, the three universities are considering the possibility of establishing new centres of knowledge, development, innovation and social transferal in those places manifesting an interest in this project.

**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

This project consists of 3 actions. The first corresponds to the launch of CDIT think tanks in each of the four cities with campuses (Madrid, Barcelona, Bilbao and Donostia-San Sebastián). The second relates to signing collaborative agreements with local and territorial entities to achieve innovation and social transferal objectives. The third action contemplates the necessary coordination, exchange and transferal of the resulting experiences.

	Dimensions			
	Madrid	Barcelona	Bilbao	Donostia-San Sebastián
Knowledge, development, innovation and social transferal centres	Collaborative agreements Coordination, exchange and transferal of experiences			

Key Indicators for Objective E.3

The following table describes the indicators which will enable us to evaluate the objective as well as the start value and development over the years:

Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind E.3.1	Number of knowledge, development, innovation and social transferal centres created in Madrid, Barcelona, Bilbao and Donostia-San Sebastián	0	1	2	3	4	4

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

UNIVERSITAT RAMON LLULL (URL)

1. Summary

Here we analyse the link between the revised URL Individual Strategic Plan (Ramon Llull Campus Mundus - RCM) and Area E in the Joint Collaboration Project (Aristós Campus Mundus – ACM 2015), specifically examining the main contributions made to each of the objectives included in ACM 2015. As a general rule, we have applied broad criteria to determine this link, considering all actions which, one way or another, contribute to completing the ACM 2015's projects. As commented in the general introduction to this project, its strength lies in the different components within the Individual Strategic Plans which contribute to achieving the objectives of the Joint Plan.

Objective E.1: Integrate the appropriate and sufficient facilities, infrastructures and spaces based on sustainability and accessibility

There are a total of 7 RCM actions linked to this ACM 2015 objective, encompassing different elements which can be categorised into the following groups. First are those aimed at building, remodelling and modernising spaces. Second, are those focused on facilities, infrastructures and services, highlighting, for example, the massive incorporation of ICTs into all facets of university life. Last, are all those actions aimed at sustainability and accessibility issues.

Objective E.2: Develop an aggregate University Social Responsibility strategy

RCM's actions linked to this ACM 2015 objective focus on issues such as equal opportunities, sustainability, integration of all university community members through support programmes, and actions aimed at consolidating a wide offer of jobs on campus. Though not linked to this objective, it is also important to underscore scholarships for students from families with limited resources. Last, but not least, we should also highlight the programmes which foment extracurricular activities, in general, and those centred on volunteerism and solidarity-orientated activities, in particular.

Objective E.3: Develop a social transferal network in the aggregation project's areas of influence

RCM actions linked to this ACM 2015 objective contribute, first, to the university's social presence via different mechanisms, especially through communications programmes and the organisation of events to foment debate. Both of these represent the university as an important social agent, an important component within the university's third mission. Second, we aim to foment the university's

participation in internationally well-known and prestigious professional and knowledge networks.

2. Universitat Ramon Llull actions linked to the Joint Collaboration Project

The following table details the Universitat Ramon Llull actions included in its Individual Strategic Plan which are directly linked to the Aristós Campus Mundus Project.

Objective E.1 Integrate the appropriate and sufficient facilities, infrastructures and spaces with a view to sustainability and accessibility		Objective E.1 Integrate the appropriate and sufficient facilities, infrastructures and spaces with a view to sustainability and accessibility	
Project Code	Name and/or Description	Action Code	Name and/or Description
E.1.1. ACM HABITAT	Integrate sector-specific plans on sustainability and accessibility into plans on spaces, facilities and infrastructures	A.7.1 RCM	Construct new buildings and remodel and modernise other spaces
		A.7.2 RCM	Build 3 new university residence halls
		A.7.3 RCM	Eliminate the last architectural barriers and guarantee the elimination of sensorial and psychological barriers
		C.2.1 RCM	Continue fomenting sexual equality, especially in terms of academic career
		C.2.2 RCM	Evaluate and improve sustainability-related actions
		C.3.1 RCM	Constantly update technology in the classroom as well as network access via Wi-Fi accessible spaces
		C.3.2 RCM	Update computer services (virtual campus, online platform, administrative processes, databases, libraries, building access, payments, etc.), ensuring personnel make optimal use of these
Objective E.2 Develop an aggregate University Social Responsibility strategy		Objective E.2 Develop an aggregate University Social Responsibility strategy	
Project Code	Name and/or Description	Action Code	Name and/or Description
E.2.1. ACM USR	Establish collaborative strategies and frameworks in specific university social responsibility areas	C.2.1 RCM	Continue fomenting sexual equality, especially in terms of academic career
		C.2.2 RCM	Evaluate and improve sustainability-related actions
		C.4.3 RCM	Develop integrating projects in terms of student support throughout URL
		C.4.4 RCM	Improve online services to facilitate information as well as administrative services and different Student Guidance Office services
		C.5.1 RCM	Consolidate and broaden the current internal job offer model between the different university units
		C.6.1 RCM	Promote recognition of credits for extracurricular activities carried out within the framework of EHEA-adapted programmes, especially in terms of volunteer activities
Objective E.3: Develop a social transferal network in the aggregation project's areas of influence		Objective E.3: Develop a social transferal network in the aggregation project's areas of influence	
Project Code	Name and/or Description	Action Code	Name and/or Description
E.3.1 ACM 4C	Create four centres of knowledge, development, innovation and social transferal in the cities and territories where the aggregated universities are found	C.1.2 RCM	Increase collaborative agreements with professional organisations for the continuous training of their employees
		C.1.3 RCM	Foment networking through a greater number of events
		C.8.1 RCM	Design and implement an innovative and unique Institutional Communications Plan about URL and the CIE project, fomenting student and the entire academic community's involvement
		C.9.1 RCM	Periodically organise debates on subjects of great social impact and in the URL's areas of specialisation and encourage their organisation on URL facilities
		C.9.2 RCM	Strengthen the policy of participating in prestigious international professional and knowledge networks



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

In the following tables we describe the linked actions, adapting the structure used in the URL's Individual Strategic Plan presented in the previous CIE call for proposals.

Linked objective	A.7 RCM Improve infrastructures by constructing new buildings and renovating others
Linked actions	A.7.1 RCM Construct new buildings and remodel and modernise other spaces
	A.7.2 RCM Build 3 new university residence halls
	A.7.3 RCM Eliminate the last architectural barriers and guarantee the elimination of sensorial and psychological barriers
<p>Despite the fact that URL infrastructures (buildings, facilities, etc.) maintain high levels of quality standards from numerous perspectives, we constantly aim to expand and adapt these to meet the different needs of the university's three missions while incorporating the most modern criteria to eliminate architectural barriers.</p> <p>This objective encompasses the majority of construction, remodelling and modernisation activities. Note, as well, that this also includes increasing the number of spots available in residence halls, an important concern in the Barcelona metropolitan area in order to be able to address the internationalisation processes of our university community.</p>	



**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

Linked objective	C.1 RCM Consolidate and develop the current on-going education model
Linked actions	C.1.2 RCM Increase collaborative agreements with professional organisations for the on-going education of their employees
	C.1.3 RCM Foment networking through a greater number of events
<p>URL has a long tradition in providing on-going education, framed within the university's third mission. It gives special emphasis to transferring results and social contribution, applying the same levels of demand and quality as in the other two missions. In this sense, worth noting is the existing offer of graduate and executive education programmes taught at the international level (in more than 6 countries) and the conferences and seminars which promote social projection of the knowledge generated at our university and expanding the networking opportunities for our students with an extensive alumni network present in more than 100 countries.</p> <p>The challenge presented by this objective is to raise the level of on-going education provided both in terms of quantity and quality, broadening the territorial area in which classes are taught as well as the target groups by means of collaborative agreements with other institutions. Similarly, we aim to increase personalised follow-up on students to adjust the programmes to their personal circumstances while, at the same time, increasing their networking opportunities by offering a greater number of events organised by URL which also serve to project the university at the social level.</p>	



**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

Linked objective	C.2 RCM Consolidate the environmental sustainability model for building use and management and consolidate the accessibility and equal opportunities model
Linked actions	C.2.1 RCM Continue fomenting sexual equality, especially in terms of academic career
	C.2.2 RCM Evaluate and improve sustainability related actions

URL is currently a reference in the application of good practices as a socially responsible entity with respect to energy, accessibility and sexual equality. For example, the Aspen Institute (USA) and the World Resources Institute recognise ESADE's efforts in the CSR area. At the same time, URL presides over the CIC's Permanent Committee, "Women and Science" and has adopted Agenda 21's "citizen commitment to sustainability". Worth noting amongst its actions also includes the development of its First Sustainability Plan.

As such, some of our buildings already include energy optimisation systems and regulated building management systems, with special emphasis given to the disabled. We can thus affirm that 99% of URL's buildings do not have any architectural barriers for the latter. Similarly, URL created the Observatory for Equal Opportunities in 2007. It focuses on accessibility for those with sensorial handicaps and promoting sexual equality between men and women within all areas of the academic community. The result of this strategic line is that the First Plan on Equal Opportunities was approved in 2007 for the following three years (2008-2010).

This objective is especially important for URL within the framework of the CIE Project in that it intertwines with our project's aim of becoming "a university of international reputation, committed to individuals and socially responsible innovation". To coherently develop this vision we aim to improve and evaluate the actions carried out in terms of sustainability, achieving a campus without architectural, sensorial and psychological barriers, and encouraging equal opportunity and sexual equality policies, especially in terms of academic careers. In addition, we shall extend the use of English on building signage.



**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

Linked objective	<p>C.3 RCM Guarantee an innovative and top quality learning environment which adopts the latest technology and is comparable to that of the best international institutions</p>
Linked actions	<p>C.3.1 RCM Constantly update technology in the classroom as well as network access via Wi-Fi accessible spaces</p>
	<p>C.3.2 RCM Update computer services (virtual campus, online platform, administrative processes, databases, libraries, building access, payments, etc.), ensuring personnel make optimal use of these</p>
<p>URL's educational centres have been progressively endowed with the necessary infrastructures to ensure a quality and innovative learning environment. These centres have different types of classrooms, laboratories, work areas, libraries, and online applications and resources available, amongst others, which facilitate both individual and team work as well as experimenting, all in line with international standards. As such, 3 new buildings have recently been inaugurated: the IQS Bioengineering building, the ESADE building in Sant Cugat and La Salle's Sant Jaume building, all of which include the latest ICTs in response to our community's needs.</p> <p>The challenge is to make a significant investment in conditioning the buildings and implementing new technologies to meet the demands of the best international institutions. As such, we foresee building a new library at Blanquerna to foment research in the communications field as well as remodelling ESADE's main building to house its Law School in accordance with EHEA requirements.</p> <p>Similarly, we also aim to update the technology available in classrooms, enable Wi-Fi accessible spaces, and provide computer support for all academic and management services, moving towards environments providing maximum interactivity with online academic administration services, modernising diverse processes on campus (building access, service fee payments, etc.) and having innovative learning platforms available to transform pedagogical methods.</p>	

Linked objective	C.4 RCM Ensure student, academic and research staff and administrative and service staff are integrated in the campus through reception and welcome services that address their different needs
Linked actions	C.4.3 RCM Develop integrating projects in terms of student support and throughout URL
	C.4.4 RCM Improve online services to facilitate information as well as for administrative services and different Student Guidance Office services
<p>URL's educational centres all provide services to support activities related with integration, learning and teaching. Worth noting is the fact that all centres have a Student Guidance service available. The latter's mission is to integrate students into campus life and accompany them, helping students quickly integrate at the personal, academic and social levels. These services are also provided to the entire university community as a whole.</p> <p>The challenge of this objective is to expand these services to respond to the specific needs of all the community groups, especially members from abroad. For these international community members, services include support while processing residency permits, searching for housing and possible financing for their studies, and contracting medical insurance, etc.</p>	

Linked objective	C.5 RCM Consolidate the current internal job offer model and increase its volume
Linked action	C.5.1 RCM Consolidate and broaden the current internal job offer model between the different university units
<p>Though URL's students generally opt to dedicate themselves exclusively to their studies, thus increasing our efficiency rate, URL offers job programmes and scholarships to combine studies with work. The current job offer on campus consists of 1,031 remunerated activities. The aim of these internal job offers is not merely economic; rather, they aim to offer students opportunities for personal and professional growth to better prepare them for their future job placement.</p> <p>The challenge in this respect is to consolidate and broaden the current job offer model amongst all the university's educational centres, fomenting agreements with companies and introducing ways to evaluate and track the use of these remunerated activities at URL centres.</p>	

**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

Linked objective	C.6 RCM Encourage cultural and personal development activities, fomenting diversity and multiculturalism as enriching elements for the academic community
Linked action	C.6.1 RCM Promote the recognition of credits for extracurricular activities carried out within the framework of EHEA-adapted programmes, especially in terms of volunteer activities
<p>One of the URL's founding principles is to contribute, via its own culture, to dialogue, understanding and exchange between diverse cultures and peoples, a commitment which translates into a multitude of activities promoted by the different educational centres and students through the URL Students' Council (sporting and cultural activities, etc.). Worth noting amongst these activities are those related to development cooperation as all URL centres encourage campus university members to participate in international cooperation projects (currently, 305 members of its community are participating in such activities). This cooperation is enabled through various internal organisations, including <i>Acció Solidària Blanquerna</i>, La Salle's PROIDE NGO, the ESADE University Development Service (SUD) which foment student, academic and research staff and administrative and service personnel's participation in projects in the third world, the URL's UNESCO Chair of Development Cooperation and the actions promoted by the Fundació Pere Tarrés.</p> <p>Similarly, URL makes numerous extracurricular and sporting activities available to the university community. The latter are organised on its own facilities or via collaborative agreements with other sporting entities. Currently, 112 activities are offered with 4,010 students taking part.</p> <p>The challenge presented here, in addition to continuing to provide volunteering opportunities at both the local and international levels and promoting the community's participation in socio-cultural and sporting activities, is to formalise the granting of credits for these activities within the framework of EHEA-adapted programmes.</p>	



**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

Linked objective	<p>C.8 RCM Inform about the CIE Project by means of an integral Communications Plan, encouraging involvement by institutions in the region and fomenting social action amongst the university community</p>
Linked action	<p>C.8.1 RCM Design and implement an innovative and unique Institutional Communications Plan about URL and the CIE project, fomenting student and the entire academic community's involvement</p>
<p>URL has the necessary means to inform about its project with up-to-date and advanced systems, including powerful websites adapted to the reality of each educational centre as well as specific communications plans for each stakeholder.</p> <p>With this project, URL aims to reinforce its communications strategy with an institutional communications plan to strengthen URL's positioning and visibility and project onto society its view of CIE as a campus of academic excellence and international importance.</p>	



**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

Linked objective	<p>C.9 RCM Consolidate an active presence in academic and professional networks linked to our areas of expertise in order to facilitate connections with international knowledge clusters and thus guarantee that knowledge is transferred back to the territory</p>
Linked actions	<p>C.9.1 RCM Periodically organise debates on subjects of great social impact and in the URL's areas of specialisation and encourage their organisation on URL facilities</p> <p>C.9.2 RCM Strengthen the policy of participating in prestigious international professional and knowledge networks</p>
<p>Through its diverse educational centres and as a university, URL currently participates in 78 networks and clusters, connecting the university to the primary international groups generating knowledge or providing training in its areas of specialisation. The university's active participation in these networks is enhanced by the presence of its representatives on the governance boards of the leading international academic associations in each field. At the same time, URL organises numerous scientific conferences with a national and international focus on its own facilities.</p> <p>This international connectivity is a prerequisite for both pioneering research as well as knowledge transfer, allowing the Catalan and Spanish business community to access "state of the art" knowledge in the different areas of expertise.</p> <p>URL's challenge is to further encourage this active presence in internationally prestigious professional networks and knowledge clusters to later enable transferring the knowledge obtained and generated in this collaborative setting and to continue to stand out as a reference for innovation, thus contributing to the territory's competitiveness and development.</p>	

UNIVERSIDAD DE DEUSTO (UD)

1. Summary

In this section we analyse the link between the UD's revised Individual Strategic Plan (Deusto Campus Mundus - DCM) and Area E in the Joint Collaboration Project (Aristos Campus Mundus - ACM). We shall specifically examine the main contributions made to each ACM objective. As a general rule, we have applied broad criteria to determine this link, considering all actions which, one way or another, contribute to completing the ACM 2015's projects. As commented in the general introduction to this project, the joint project's fundamental pillars consist of the different parts of the three Individual Strategic Projects which contribute to meet the joint plan's objectives.

Objective E.1: Integrate the appropriate and sufficient facilities, infrastructures and spaces based on sustainability and accessibility

There are a total of 16 DCM actions linked to this ACM objective, covering different elements which can be classified into the following groups. First are those actions dedicated to renovating buildings and adapting how others are used. Some are officially designated as Buildings of Cultural Interest, while others are simply subject to being refurbished for different uses. Second, new buildings will be constructed for projects which require this. In both cases, the objective is two-fold: on the one hand, to better meet the need to adapt to EHEA requirements and, on the other, to increase the space dedicated to R&D+I and knowledge transferal. Third, special attention is given to technological equipment linked to the Virtual Campus project. Fourth, additional space for meetings and social activities is needed. All these projects bear in mind sustainability and universal accessibility concerns.

Objective E.2: Develop an aggregate University Social Responsibility strategy

The DCM actions linked to this ACM objective are focused on enacting University Social Responsibility through master plans in terms of sustainability, universal access, equality, health, inter-culturalism, participation, solidarity, and development cooperation. All the master plans include responsibility-orientated actions as well as other actions addressing communications issues and raising awareness.

Objective E.3: Develop a social transferal network in the aggregation project's areas of influence

The DCM actions linked to this ACM objective contribute, first, to give the university social presence in its immediate surroundings. The creation of two poles or centres of knowledge, development and innovation in Bilbao and Donostia-San Sebastián will enable us to transfer knowledge as well as implement social transferal initiatives. In this respect, the research carried out in the DARC development units' areas of specialisation gain practical applications in the urban settings in which the university is found.

AREA E. CAMPUS TRANSFORMATION AND PARTICIPATION IN THE SUSTAINABLE ECONOMIC MODEL

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

The following table details the Universidad de Deusto actions included in its Individual Strategic Plan (DCM) which are directly linked to the Aristós Campus Mundus Project.

ARISTÓS CAMPUS MUNDUS		DEUSTO CAMPUS MUNDUS	
Objective E.1 Integrate the appropriate and sufficient facilities, infrastructures and spaces with a view to sustainability and accessibility		Objective E.1 Integrate the appropriate and sufficient facilities, infrastructures and spaces with a view to sustainability and accessibility	
Project Code	Name and/or Description	Action Code	Name and/or Description
E.1.1. ACM HABITAT	Integrate sector-specific plans on sustainability and accessibility into plans on spaces, facilities and infrastructures	E.1.1 DCM	Renovate the La Comercial building (Bilbao campus) to relocate the School of Economics and Business Administration to meet EHEA needs and renovate the DBS Deusto Business School (for executive education) and Deusto Business, the Deusto Advanced Research Centre's (DARC) research development unit
		E.1.2 DCM	Renovate the Literaria building (Bilbao campus), declared a Building of Cultural Interest, to relocate the Law School and School of Theology to meet EHEA needs, and Deusto Lex, the DARC research development unit as well as other projects to maintain and renovate the <i>Paraninfo</i> amphitheatre, the <i>Salón de Grados</i> hall, the Gothic chapel, cloisters, etc.
		E.1.3 DCM	Renovate the ESIDE building (Bilbao campus) to relocate the School of Engineering to meet EHEA needs (redesign classrooms and labs) and expand Deusto Tech, the Deusto Advanced Research Centre's (DARC) research development unit; also study expanding Deusto Kabi, the business and science and technology park
		E.1.4 DCM	Renovate the Centenario building (Bilbao campus) to restructure the School of Psychology and Education and the School of Social and Human Sciences to meet EHEA needs and the DARC research development units: Deusto Salud, Deusto Edu, Deusto Trends and Deusto Diversitas; as well as the new main campus for the Language Centre
		E.1.5 DCM	Renovate the current <i>Colegio Mayor Deusto</i> and the new DIRS residence halls (Bilbao campus), by means of a rental agreement or new construction
		E.1.6 DCM	New Library-CRAI (Resource Centre for Learning and Research), Bilbao campus
		E.1.7 DCM	Renovate the Mateo Ricci building (Donostia campus) to expand the School of Social and Human Science's Deusto Media facilities
		E.1.8 DCM	Renovate the Library-CRAI (Donostia campus)
		E.1.9 DCM	New classroom building (Donostia campus) to relocate the School of Economics and Business Administration to meet EHEA needs
		E.1.10 DCM	New Deusto Business School (DBS) building (Donostia campus): Business school, executive education and Deusto Business (DARC research development unit)
		E.1.11 DCM	New Deusto Kabi building (Donostia campus): business incubator and entrepreneurship programmes
		E.1.12 DCM	New DIRS residence hall (Donostia campus)
		E.1.13 DCM	Open the Museum-Interpretation Centre-University E-Museum, update inventory and catalogue real estate and other assets, and reform the Archives at both campuses
		E.1.14 DCM	Create an Arboretum Mundus at both campuses
		E.1.15 DCM	Develop the online E-Campus for both campuses: improve network connection points and make 100% Wi-Fi accessible; increase the number of videoconferencing rooms, multimedia library projects, and network of information panels
		E.1.16 DCM	Improvements in meeting points and sporting facilities (gyms, covering and closing sports centres, open-air circuits, improvements in dressing rooms) at both campuses



**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

Objective E.2 Develop an aggregate University Social Responsibility strategy	
Project Code	Name and/or Description
E.2.1. ACM USR	Establish collaborative strategies and frameworks in specific university social responsibility areas

Objective E.2 Develop an aggregate University Social Responsibility strategy	
Action Code	Name and/or Description
E.2.1 DCM	Sustainable Campus. Master Plan on Sustainability: measures regarding transport, mobility, access and parking; use of spaces; tracking energy consumption and alternative energy sources; resource management with pick-up, recycling and re-use; sustainability criteria in construction projects; use and preservation of the environment on campus; communications and awareness-raising actions
E.2.2 DCM	Accessible Campus. Master Plan on Universal Accessibility, Info-accessibility and Inclusion: measures regarding physical, social and communicative access; communications and awareness-raising actions
E.2.3 DCM	Healthy Campus. Master Plan on Health: protocols regarding work health and safety, practicing sports; communications and awareness-raising actions
E.2.4 DCM	Egalitarian Campus. Master Plan on Equality: academic participation and co-responsibility; employment, equal pay and working conditions; non-sexist content, publicity, images and language; awareness-raising and preventive actions regarding gender-based violence; awareness regarding gender and equal opportunities
E.2.5 DCM	Intercultural Campus. Master Plan on Inter-culturalism: welcome and orientation for foreign students and faculty; space for get-togethers and interaction; educational programmes for academic and research staff and administrative and service personnel; encourage intercultural experiences; commemorative dates; communications and awareness-raising actions
E.2.6 DCM	Solidarity-minded Campus. Master Plan on Solidarity Actions: new scholarship and grants system; commitment to less-favoured areas through scholarships; social internships and the creation of related extracurricular activities; alliance with social entities; Centre for Minors in Ugasko (Bilbao campus) through an agreement with the Bizkaia Provincial Council; Casa Roja in Ugasko (Bilbao campus) for immigrants; communications and awareness-raising actions
E.2.7 DCM	Campus 0,7. Master Plan for Development Cooperation: 0,7 Social Capital Fund; 0,7 Economic Fund; communications and awareness-raising actions
E.3 DCM	Employment Campus. Master Plan for Employment: DeustuLan career orientation and job placement service, Employment Forum, annual report from the Employment Observatory, Job Bank, University-Company, entrepreneurship programmes (<i>Ingenio</i> and <i>Innovandis</i>)
E.4 DCM	<i>Dinamia</i> Campus. Master Plan on Dynamisation and University Community Participation: student services, participation and representation; faculty and administrative and service staff participation; worker labour unions

Objective E.3: Develop a social transferal network in the aggregation project's areas of influence	
Project Code	Name and/or Description
E.3.1 ACM 4C	Create four centres of knowledge, development, innovation and social transferal en the cities and territories where the aggregated universities are found

Objective E.3: Develop a social transferal network in the aggregation project's areas of influence	
Action Code	Name and/or Description
E.5.1 DCM	Bilbao Think Tank: creation and development of a knowledge, development and innovation centre in the city of Bilbao and the historical area of Bizkaia (university city of knowledge, creativity and innovation)
E.5.2 DCM	Donostia Think Tank: creation and development of a knowledge, development and innovation centre in the city of Donostia-San Sebastián and the historical area of Gipuzkoa. City of Culture, in collaboration with the Office of Candidatures for 2016 European Cultural Capitals

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

In the following tables we describe the linked actions, adapting the structure used in the UD's Individual Strategic Plan (Deusto Campus Mundus) presented in the previous CIE call for proposals.

Linked objective	E.1 DCM Apply the 2009-2014 Plan on Spaces, Facilities and Infrastructures
Linked actions	E.1.1 DCM Renovate the La Comercial building (Bilbao campus) to relocate the School of Economics and Business Administration to meet EHEA needs and renovate the DBS Deusto Business School (for executive education) and Deusto Business, the Deusto Advanced Research Centre's (DARC) research development unit
	E.1.2 DCM Renovate the Literaria building (Bilbao campus), declared a Building of Cultural Interest, to relocate the Law School and School of Theology to meet EHEA needs, and Deusto Lex, the DARC research development unit as well as other projects to maintain and renovate the <i>Paraninfo</i> amphitheatre, the <i>Salón de Grados</i> hall, the Gothic chapel, cloisters, etc.
	E.1.3 DCM Renovate the ESIDE building (Bilbao campus) to relocate the School of Engineering to meet EHEA needs (redesign of classrooms and labs) and expand Deusto Tech, the Deusto Advanced Research Centre's (DARC) research development unit; also study expanding Deusto Kabi, the business and science and technology park
	E.1.4 DCM Renovate the Centenario building (Bilbao campus) to restructure the School of Psychology and Education and the School of Social and Human Sciences to meet EHEA needs and the DARC research development units: Deusto Salud, Deusto Edu, Deusto Trends and Deusto Diversitas; as well as the new main campus for the Language Centre
	E.1.5 DCM Renovate the current <i>Colegio Mayor Deusto</i> and the new <i>DIRS</i> residence halls (Bilbao campus), by means of a rental agreement or new construction
	E.1.6 DCM New Library-CRAI (Resource Centre for Learning and Research), Bilbao campus
	E.1.7 DCM Renovate the Mateo Ricci building (Donostia campus) to expand the School of Social and Human Science's Deusto Media facilities
	E.1.8 DCM Renovate the Library-CRAI (Donostia campus)
	E.1.9 DCM New classroom building (Donostia campus) to relocate the School of Economics and Business Administration to meet EHEA needs
	E.1.10 DCM New Deusto Business School (DBS) building (Donostia campus): Business school, executive education and Deusto Business (DARC research development unit)
	E.1.11 DCM New Deusto Kabi building (Donostia campus): business incubator and nursery and entrepreneurship programmes
	E.1.12 DCM New DIRS residence hall (Donostia campus)
	E.1.13 DCM Open the Museum-Interpretation Centre-University E-Museum, update inventory and catalogue real estate and other assets, and reform the Archives at both campuses
	E.1.14 DCM Create an Arboretum Mundus at both campuses
	E.1.15 DCM Develop the online E-Campus for both campuses: improve network connection points and make 100% Wi-Fi accessible; increase the number of videoconferencing rooms, multimedia library projects, and network of information panels
	E.1.16 DCM Improvements in meeting points and sporting facilities (gyms, covering and closing sports centres, open-air circuits, improvements in dressing rooms) at both campuses
The actions designed for this objective aim to create quality university campuses which are appropriate and sufficient from an integral perspective of spaces, facilities and infrastructures. The aim is to also integrate the university community and the urban settings in which it finds itself. In some cases, these actions consist of renovating historic buildings and, in others, constructing new buildings.	



**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

<p>Linked objective</p>	<p>E.2 DCM Develop the campus social project by applying the Plan on Sustainability, the Plan on Universal Accessibility and Inclusion, the Plan on Equality, the Plan on Health, the Plan on Participation, the Plan on Inter-culturalism, the Plan on Solidarity Actions and the Plan on Cooperation Development</p>
<p>Linked actions</p>	<p>E.2.1 DCM Sustainable Campus. Master Plan on Sustainability: measures regarding transport, mobility, access and parking; use of spaces; tracking energy consumption and alternative energy sources; resource management with pick-up, recycling and re-use; sustainability criteria in construction projects; use and preservation of the environment on campus; communications and awareness-raising actions</p> <p>E.2.2 DCM Accessible Campus. Master Plan on Universal Accessibility, Info-accessibility and Inclusion: measures regarding physical, social and communicative access; communications and awareness-raising actions</p> <p>E.2.3 DCM Healthy Campus. Master Plan on Health: protocols regarding work health and safety, practicing sports, communications and awareness-raising actions</p> <p>E.2.4 DCM Egalitarian Campus. Master Plan on Equality: academic participation and co-responsibility; employment, equal pay and working conditions; non-sexist content, publicity, images and language; awareness-raising and preventive actions regarding gender-based violence; awareness regarding gender and equal opportunities</p> <p>E.2.5 DCM Intercultural Campus. Master Plan on Inter-culturalism: welcome and care to foreign students and faculty; space for get-togethers and interaction; educational programmes for academic and research staff and administrative and service personnel; encourage intercultural experiences; commemorative dates; communications and awareness-raising actions</p> <p>E.2.6 DCM Solidarity-minded Campus. Master Plan on Solidarity Actions: new scholarship and grants system; commitment to less-favoured areas through scholarships; social internships and the creation of related extracurricular activities; alliance with social entities; Centre for Minors in Ugasko (Bilbao campus) through an agreement with the Bizkaia Provincial Council; Casa Roja in Ugasko (Bilbao campus) for immigrants; communications and awareness-raising actions</p> <p>E.2.7 DCM Campus 0,7. Master Plan for Development Cooperation: 0,7 Social Capital Fund; 0,7 Economic Fund; communications and awareness-raising actions</p>
<p>This is a social project aimed at reinforcing the promotion of justice through University Social Responsibility values: sustainability, accessibility, equality, health, inter-culturalism, participation, solidarity and cooperation. It includes the preparation of an Annual Report on the <i>ad intra</i> and <i>ad extra</i> actions carried out for the local and global settings in which the university operates. This report will be aimed at both the university community as well as to enhance the university's social projection.</p>	



Linked objective	<p>E.3 DCM Enhance student employability by providing career orientation and job placement services as well as encouraging self-employment and entrepreneurship</p>
Linked actions	<p>E.3.1 DCM Foment DeustuLan. Standardised employment centre</p>
	<p>E.3.2 DCM Job Forum and Job Conferences</p>
	<p>E.3.3 DCM Employment Observatory's Annual Report in conjunction with Lanbide, the Basque Government's Employment Agency</p>
	<p>E.3.4 DCM University-Company: internships, presentations, job offers through intermediation services</p>
	<p>E.3.5 DCM Job bank management: individual career orientation and job placement services</p>
	<p>E.3.6 DCM Entrepreneurship programmes (<i>Ingenio</i> and <i>Innovandis</i>), and the business incubator (Deusto Kabi)</p>
<p>This represents a university project committed to the employability of its undergraduate and graduate students as well as those who return for on-going programmes to re-orientate their careers. For this we provide a service which ranges from observing current reality (the Annual Report on Class X Employment) to providing specific training for self-employment and entrepreneurship and career orientation and job placement services, all organised jointly with local and regional public institutions as well as companies and social institutions.</p>	



**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

Linked objective	<p>E.4 DCM Increase the resources available to foment university community motivation and participation: academic and research staff, administrative and service staff and students</p>
Linked actions	<p>E.4.1 DCM <i>Dinamia</i> Campus. Master Plan on Dynamisation and University Community Participation</p>
	<p>E.4.2 DCM Student participation in: academic life; university service collaboration and follow up; participation, motivation and extracurricular activities; registry of associations, collaboration and cession of spaces for meetings</p>
	<p>E.4.3 DCM Student services: information, lodging and welcome services, scholarships and grants, social actions for inclusion, health, employment and alumni</p>
	<p>E.4.2 DCM Worker participation and labour union representation: office and equipment; participation and collaboration on labour-related issues</p>
<p>Here we consider spaces for participation, representation and involvement by university community members, both academic and research staff and administrative and service personnel as well as students whether for academic curricular activities or social, cultural, sporting or religious activities.</p>	



**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

Linked objective	<p>E.5 DCM Increase the degree of involvement by the university campuses in their respective city (Bilbao and Donostia-San Sebastián)</p>
Linked actions	<p>E.5.1 DCM Bilbao Think Tank: creation and development of a knowledge, development and innovation centre in the city of Bilbao and the historical area of Bizkaia and their problems (university city of knowledge, creativity and innovation)</p> <p>E.5.2 DCM Donostia Think Tank: creation and development of a knowledge, development and innovation centre in the city of Donostia-San Sebastián and the historical area of Gipuzkoa and their problems. City of Culture, in collaboration with the Office of Candidatures for 2016 European Cultural Capitals</p>
<p>The Deusto Campus Mundus project is fully integrated in the two cities in which it has campuses Bilbao and Donostia-San Sebastián, as well as their historical territories and areas of influence. The aim is to serve as agents which, in collaboration with local and regional institutions, companies and entities, create a territorial centre of knowledge, development and social innovation to address issues such as the environment, social reality and demographics, the economic and development model, life-long learning, governance, cultural identity, etc.</p>	

UNIVERSIDAD PONTIFICIA COMILLAS (UPCO)

1. Summary

Over the next few pages we examine the link between the actions foreseen in the Comillas Campus Mundus project (in particular, the third and fourth strategic axes regarding the campus' increased impact as an agent for sustainable socio-economic development and expanding the campus' borders both in terms of depth and universality) and the objectives and projects included in Area E in the Joint Collaboration Project (ACM 2015) regarding campus transformation and participation in the sustainable economic model. As in the other cases, we begin with a summary of the linked actions which are then developed more in-depth, albeit briefly, further below.

Objective E.1: Integrate the appropriate and sufficient facilities, infrastructures and spaces based on sustainability and accessibility

This objective and the project it encompasses (ACM Habitat) is perfectly aligned with the first objective in the fourth strategic axis within the CCM project. The latter precisely proposes succeeding in integrating the Comillas campus within its surroundings and guaranteeing greater internal cohesion, with special impact on issues such as the connection between the university's two campuses, strengthening the university's identity and moving forward on sustainability concerns.

Objective E.2: Develop an aggregate University Social Responsibility strategy

The link between the CCM project and the ACM's USR objective is based fundamentally on the research dimension, with the creation of the Ethical Research Committee. The latter's aim is to guarantee, amongst other things, that an adequate evaluation mechanism exists to ensure the fit between research at Comillas and the social interaction model with the environment contemplated in the ACM 2015 project.

However, other social transferal activities associated to the ACM USR project are worth noting, including those related to the CCM project, "Development of the social fabric."

Objective E.3: Develop a social transferal network in the aggregation project's areas of influence

This objective is based on the ACM 4C project which is closely related to one of the objectives identified in the CCM project, that is, positioning the Comillas Campus in the social debate on the key legal, business and socio-political elements of the sustainable development model, a necessary measure to launch the CDIT centres in the cities with a campus, as pretended by the ACM 2015 project.

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

The following table describes the actions in the Universidad Pontificia Comillas Individual Strategic Project which are directly linked to the Aristós Campus Mundus project.

ARISTÓS CAMPUS MUNDUS		COMILLAS CAMPUS MUNDUS	
Objective E.1 Integrate the appropriate and sufficient facilities, infrastructures and spaces with a view to sustainability and accessibility		Objective E.1 Integrate the appropriate and sufficient facilities, infrastructures and spaces with a view to sustainability and accessibility	
Project Code	Name and/or Description	Action Code	Name and/or Description
E.1.1. ACM HABITAT	Integrate sector-specific plans on sustainability and accessibility into plans on spaces, facilities and infrastructures	D.1.1. CCM	Broaden the Cantoblanco Green Campus
		D.1.2. CCM	Adaptation to EHEA requirements
		D.1.3. CCM	More university housing available
		D.1.4. CCM	Campus conditioning
		D.1.5. CCM	An accessible campus
Objective E.2 Develop an aggregate University Social Responsibility strategy		Objective E.2 Develop an aggregate University Social Responsibility strategy	
Project Code	Name and/or Description	Action Code	Name and/or Description
E.2.1. ACM USR	Establish collaborative strategies and frameworks in specific university social responsibility areas	C.2.1. CCM	Increase the campus' impact on the development of least favoured groups for their incorporation into society
Objective E.3: Develop a social transferal network in the aggregation project's areas of influence		Objective E.3: Develop a social transferal network in the aggregation project's areas of influence	
Project Code	Name and/or Description	Action Code	Name and/or Description
E.3.1 ACM 4C	Create four centres of knowledge, development, innovation and social transferal en the cities and territories where the aggregated universities are found	C.2.2. CCM	Community services

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

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

Linked objective	C.2. CCM Develop the social fabric
Linked actions	C.2.1. CCM Increase the campus' impact on the least favoured sectors for their integration in society
	C.2.2. CCM Community services
<p>We can identify different actions linked to achieving the second objective in this Field of Action (Objective E.2: “Develop an aggregate University Social Responsibility strategy”) and the project which this goal is a part of (Project E.2.1. ACM USR). With the University Social Responsibility project, the aim is, above all, to coordinate social responsibility and social transferal activities amongst the three universities, not only at the institutional and social transferal levels (seemingly the most evident) but also in terms of teaching and research. In the case of the latter, we should highlight the creation of the Ethical Research Committee included within the CCM project’s second strategic axis. This committee is charged with guaranteeing that the benefits from research and the latter’s social impact are achieved without violating human dignity and integrity. Additionally, this committee will have to adequately evaluate one of the elements which fundamentally defines the social interaction model with the environment as contemplated in the Joint Project, that is, sustainable development.</p> <p>Similarly, within the social transferal framework, numerous actions are linked to the ACM USR project through which the objective “Develop the social fabric” is developed. The latter is a distillation of Comillas’ social responsibility plan and is part of the Comillas Campus Mundus project’s third axis. These actions all aim to increase Comillas’ impact on the least-favoured groups in society as an expression of its commitment to its surroundings and the social dimension of university activities. This impact is made reality by the transferal of human and social capital and greater participation and collaboration with local town councils to increase both the services provided to the community by students as well as the educational activities the university will make available to the local community concentrated on the focus areas</p>	



**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

Linked objective	C.3. CCM Position the campus in the social debate on the key legal, business and socio-political elements of the sustainable development model
Linked action	This objective does not imply specific actions
<p>The third objective within the Joint Project’s Field of Action E (Objective E.3: “Develop a social transferal network in the aggregation project’s areas of influence”) is based on a single project (E.3.1. ACM 4C) which coincides materially with the objective of Comillas Campus Mundus project’s third strategic axis. While other actions (such as those associated to project E.2.2. ACM USR) are also connected to the creation of knowledge, development, innovation and social transferal centres in the areas and territories surrounding the participating universities (primary goal of the E.3.1. ACM 4C project), it is clear that the objective of “positioning Comillas Campus in the social debate on the key legal, business and socio-political elements of the sustainable development model” is the one which is primarily in line with the project stemming from objective E.3 in the Joint Project. To achieve this goal, Comillas aims to adopt measures to guarantee its presence in the public debate currently underway in our country on the transformation of the productive model into a sustainable one. This coincides line for line with the common project of launching CDIT, a type of think tank, in each of the cities with a campus (in Comillas’ case, Madrid).</p>	



**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

Linked objective	D.1. CCM Integral campus: green and urban
Linked actions	D.1.1. CCM Expand the Cantoblanco campus green area
	D.1.2. CCM Adaptation to EHEA
	D.1.3. CCM More student residence halls
	D.1.4. CCM Campus rehabilitation
	D.1.5. CCM An accessible campus
<p>The initial objective in this Field of Action (Objective E.1: “Integrate the appropriate and sufficient facilities, infrastructures and spaces based on sustainability and accessibility”) and the project through which it will be attained (Project E.1.1. ACM Habitat) is perfectly in line with the first objective in the CCM project’s fourth strategic axis. The latter proposes successfully integrating the Comillas campus with its surroundings and guaranteeing greater internal cohesion, especially in terms of the connection between both campuses and in terms of reinforcing the identity of each. The actions included in this project (in particular, expanding the Cantoblanco campus’ green area, campus rehabilitation and accessibility) aim to continue moving forward on the campus’ sustainability by preparing and implementing an integral environmental management system for the university, guaranteeing on-going improvements in this area. The university has been working on this project for several years, with an approach which is perfectly integrated with the first objective in Field of Action E in the Joint Project.</p>	

III. GENERAL INDICATORS OF THE ACTIVITY

In addition to being international, a 21st century campus of excellence has to be a sustainable and socially responsible campus which is in constant contact with the environment in which it is found. These values (sustainability, social responsibility and interaction with society) are inseparable from the aggregated universities' ideals.

On the preceding pages we have described the objectives, actions and *ad hoc* indicators linked to this field of action, transforming the campus and participating in the sustainable economic model. It is a project which is firmly set within a generic framework, completed by the following table of indicators.

Indicator		Initial Value	2013	2015
Ind.E.1	Percentage of academic services accessible online	45%	60%	75%
Ind. E.2	Number of website visitors	10.417.762	11.226.516	12.535.016
Ind. E.3	Percentage of campus without architectural barriers	40%	44%	60%
Ind. E.4	Percentage of gas, water and electricity monitoring	24%	38%	50%
Ind. E.5	Number of buildings with renewable energy facilities	19	21	23
Ind. E.6	Number of spots in university residence halls	592	848	1063
Ind. E.7	Number of volunteer, solidarity and cooperation programmes in which the university participates	110	131	147
Ind. E.8	Number of university community members (students/academic and research staff/administrative and service staff) participating in volunteer, solidarity and cooperation activities	1.286	1.477	1.730
Ind. E.9	Own resources dedicated to scholarships (in Euros)	5.000.000 €	5.900.000 €	6.600.000 €
Ind. E.10	Number of students receiving scholarships from the university itself	2.685	2.799	2.979

Starting with the heterogeneous condition of the different spaces, infrastructures and facilities, various forums, work groups and, especially, master plans reflect the firm commitment of the aggregated universities to environmental quality, sustainability and accessibility (physical, social and communicative), representing a significant and positive evolution in the indicators.

For its part, social responsibility is a component of the aggregation project's very DNA and it will also be reflected in the master plans dedicated to the areas of health and wellbeing, sexual equality, participation, employment, inter-culturalism, and solidarity and development cooperation.

Special mention should be given to the aggregation's commitment to volunteerism, solidarity and cooperation. The more than one hundred programmes currently in place, the active commitment of more than a thousand university community members and the decision to reinforce this policy for the 2010-2015 period attest to the practical application of our ideals to a firmly positioned aggregation in order to promote justice and human development.

**AREA E. CAMPUS
TRANSFORMATION AND
PARTICIPATION IN THE
SUSTAINABLE ECONOMIC
MODEL**

In addition to representing sustainable and socially responsible habitats for people, our campuses have to maintain constant dialogue and interact with their respective cities and environments, instilling a special, institutional, social and emotional interaction. Ramon Llull in Barcelona, Deusto in Bilbao and San Sebastián and Comillas in Madrid are examples of this multidimensional dialogue which, within the aggregation framework, will be strengthened with the creation of centres of knowledge, development, innovation and social transferal in the four cities.