



**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

PROJECT DESCRIPTION





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GENERAL INTRODUCTION



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1. Introduction: The Aggregation, its Vision and Mission

The project, “**Aristós Campus Mundus 2015**” (ACM 2015), represents the strategic aggregation between three prestigious and historical non-profit private universities in Spain: Universidad de Deusto (UD), Universidad Pontificia Comillas (UPCO) and Universitat Ramon Llull (URL). During the 2009/2010 academic year, the three universities had a total of 38.692 students (14% of which were international in origin), 4.057 professors, and 167 undergraduate and graduate degrees completely adapted to EHEA requirements in its 35 university centres.

Universidad de Deusto is a not-for-profit university belonging to the Catholic Church; its management is entrusted to the Society of Jesus. UD is based in the Basque Country and has two campuses, one in Bilbao and the other in Donostia-San Sebastián. Founded in 1886, the university has continuously strived to find a balance between tradition and innovation, always with a view to quality and excellence. Included amongst its objectives are: the transfer of human knowledge and expanding the limits of said knowledge; service to society and people; special attention to the Basque society in which it is immersed; the integral education of its students as competent professionals and individuals committed to the promotion of justice; and dialogue between faith, culture, science and society.

Universidad Pontificia Comillas in Madrid possesses a strong and shared awareness of its identity and values as a Society of Jesus institution. It has been dedicated to individuals, an ethical and social commitment and to justice for more than a century (founded in 1890). Its educational offering is characterised by academic rigour, personal attention to each and every student, advanced social awareness and carefully chosen quality research. With these it aims to contribute to the cultural, social, economic and technological development of its environment. UPCO is a university with an innovative mentality and spirit, endowed with enough flexibility to be able to adapt to the needs of a constantly changing society and with strong connections to the business and professional communities as evidenced through ICADE and ICAI. Comillas aspires to quality and on-going improvement by means of evaluation and renewal, professional and effective management and greater participation and co-responsibility in decision-making.

Universitat Ramon Llull was created in 1990 and unanimously approved by the Catalan Parliament on May 10th, 1991, becoming the first private university in Spain. Federated by nature and Christian in inspiration, URL encompasses the following institutions: *Institut Químic de Sarrià*, *Fundació Blanquerna*, *La Salle*, *Facultat de Filosofia de Catalunya*, *Fundació ESADE*, *Fundació Pere Tarrés*, *Observatori de l'Ebre*, *Institut de Salut Mental de la Fundació Vidal i Barraquer*, and *Institut Borja de Bioètica*, in addition to *Escola Superior de Disseny* (ESDI) as an associated centre. The strategic aggregation concept which characterises some of the objectives of the CIE programme is the university's very essence. In effect, the institutions which make up URL renounced in their day to pursue isolated academic projects to join the sum of their efforts and launch a common and shared university project.

The three universities responsible for this proposal share many common traits in terms of mission and very especially in terms of an integral university project providing

excellence in their service to society. Included amongst the common and relevant traits characterising this model, worth noting are the following:

- ▶ Their private (non-profit) nature with an agile governance structure, including a culture of financial responsibility and accountability stemming from their commitment to students, their families and society in general.
- ▶ An innovative, creative and customised pedagogy. The universities' educational offering is excellent, attractive and competitive at the local and national levels in terms of undergraduate programmes and at the international levels in terms of postgraduate programmes. It is a pedagogy which seeks the integral education of its students and includes a highly prioritised university mission to make their faculty's academic and professional prestige serve as a means to attract students.
- ▶ Research with increased visibility and international recognition amongst the academic community, oriented to having an impact on the general progress of knowledge, permanently updating the faculty's knowledge and educational programme content, and transferring results to society. They are universities in which the transfer of research results is fully integrated in their very research projects.
- ▶ They are universities which take special care with the different areas of their third mission, from transferring knowledge to life-long learning, as well as maintaining a special bond with the professional communities who are also involved in educational endeavours. The distributed urban campuses not only favour these relationships; they also represent important assets for our project's integration in our communities.

Our aggregation project is growing and benefiting from this expansion based on the collaborative agreement signed with **Georgetown University, Boston College and Fordham University**, an effort resulting from an initial attempt to capitalise on the university networks the original three universities belong to, especially Society of Jesus and La Salle networks. Collaboration with these universities will focus preferentially on the *focus areas* and R&D+I. It is only the first step in the process of aggregating other prestigious international universities of reference into our project.

The Project has a clear vision, summarised by the phrase, ***from quality to excellence***. The three universities already offer numerous activities recognised socially for their levels of excellence. Some of these, especially at the pedagogical level, are already clear references internationally, while others are references at the more local level. This project aims to make a qualitative leap to achieve even higher and better levels of excellence. The goal is to become true international references in some of the activity areas of the aggregated universities. It is a question of specialising and doing so with greater intensity in R&D+I. The project defines this focus on R&D+I based on social challenges identified after carefully analysing societal demands and the capacities of our three universities.

We now face the challenge of true internationalisation. Becoming more international implies being more attractive internationally. We have to be more attractive and more competitive in a world in which people and knowledge flow and move about freely. Our universities have to be able to offer settings which attract people from all over the world due to the levels of quality and excellence of the work carried out on our campuses.

We also face the challenge of transforming knowledge into economic value as well as employment. We begin with an integral vision of R&D+I processes. This aggregation, increasing our critical mass, building international alliances and focusing on concrete social challenges represent an important step to overcome the traditional hurdles the Spanish R&D system has had to face in the past.

We also aim to balance the different missions of our universities. If education and the different elements of the third university mission have played an important role for many years, we now aim to give extra emphasis to R&D+I while not obviating the previously mentioned elements. We must balance the weight of the universities' different missions. For this reason, in our case, research must be strengthened, having a direct repercussion on the universities' other missions, with special relevance given to transforming knowledge into value. Many other elements will contribute to achieve this, including our agile governance mechanisms and proximity to other social agents.

We face the transformation of a campus which integrates people and institutions, a campus where University Social Responsibility (USR) takes shape, more than ever before, in the small, day-to-day details, a campus that is pleasant and attractive for students, academic and research staff and administrative and service staff as well as those who want to take part in our project even if they are not active members of the university community.

For us, CIE encompasses the concepts of aggregation, excellence (and, as such, performance indicators), becoming international references and being competitive.

This is our vision, built upon a solid reality. It is a feasible vision which is based on our will and the Plan presented herein. It is a vision that is clearly ***committed to socially responsible innovation***.

2. Campus Model and SWOT Analysis

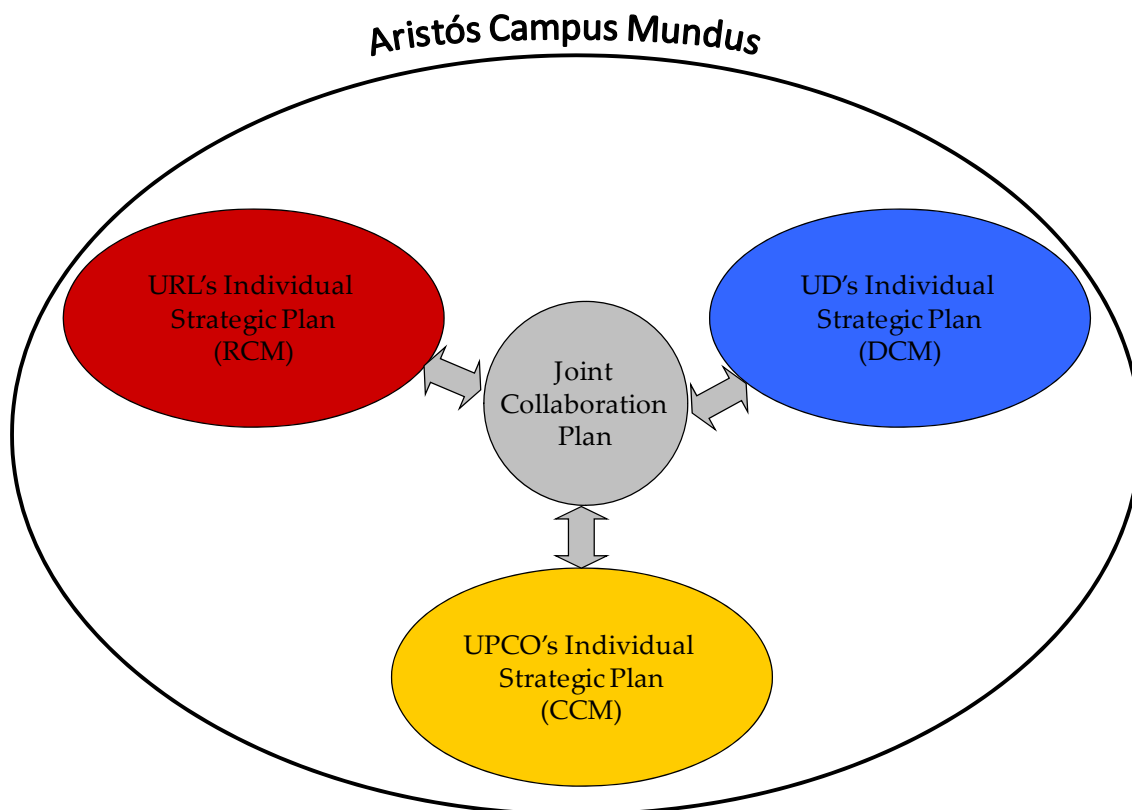
Aristós Campus Mundus 2015: Structure and governance

Our Strategic Viability Plan and Conversion into a Campus of International Excellence is based on the Individual Strategic Plans of the three participating universities. In the previous CIE call for proposals in 2009, both UD as well as URL were considered to offer a "promising CIE project" and both universities are currently implementing their respective plans. UPCO presented its own Individual Strategic Plan during the first phase of this year's call. As such, we have begun with the three individual plans to prepare this Joint Collaboration Plan.

Aristós Campus Mundus 2015 (ACM), as such, is the result of joint collaboration amongst the three universities, linking the majority of the three universities' individual plans: Ramon Llull Campus Mundus (RCM),¹ Deusto Campus Mundus (DCM) and Comillas Campus Mundus (CCM). While the Joint Collaboration Plan defines the collaborative mechanisms between the three universities, it also proposes new challenges which can now be overcome due to the possibilities afforded by the aggregation. However, the projects and linked actions included in the Individual

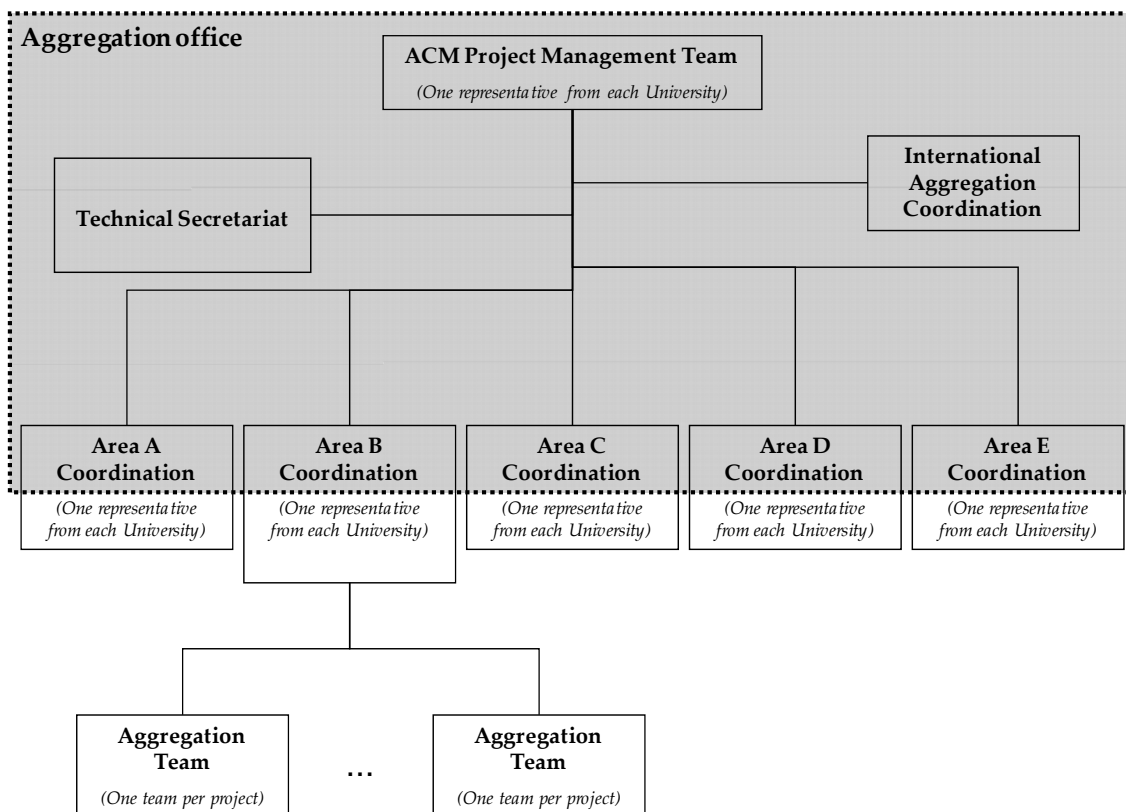
¹ Reflecting the changes in "Aristós: Pasión por la Excelencia" presented in 2009 by URL.

Strategic Plans represent the ACM's *muscle* and are the source of its strength. This can be demonstrated graphically:



Due to a set of coordination and monitoring mechanisms within the Plan, ACM is endowed with an effective governance structure which guarantees that the focus is not on executing the universities' three individual plans in a more or less coordinated fashion. Rather, it enables executing a joint plan in complete coordination with the individual strategic plans.

The governance mechanisms foreseen include what we have called the "Aggregation Office." This mechanism is based on collegiate management amongst the three universities, a technical secretariat and various bodies to coordinate each focus area. The following diagram illustrates these mechanisms which are further discussed on page 27 of this document.



As described above, the aggregation of the three universities presenting this joint project is complemented and, in fact, strengthened by the signing of a collaborative agreement with Georgetown University, Boston College and Fordham University, representing a landmark in the internationalisation of the campus of international excellence project with other prestigious international universities of reference. It also serves to establish a collaborative framework centred on defined *focus areas*, with greater emphasis given to R&D+I.

Focus areas and primary areas of activity

Aristós Campus Mundus 2015 centres the collaboration between the three universities, especially in terms of R&D+I, on what we have called *focus areas*. A focus area does not encompass a specific scientific discipline; rather, it is a thematic area of specialisation in which numerous disciplines cooperate to solve a concrete social challenge. By specialising and focusing on R&D+I, we can orient and address problems in our society from different areas of knowledge, that is, adopt a necessarily multidisciplinary strategic approach.

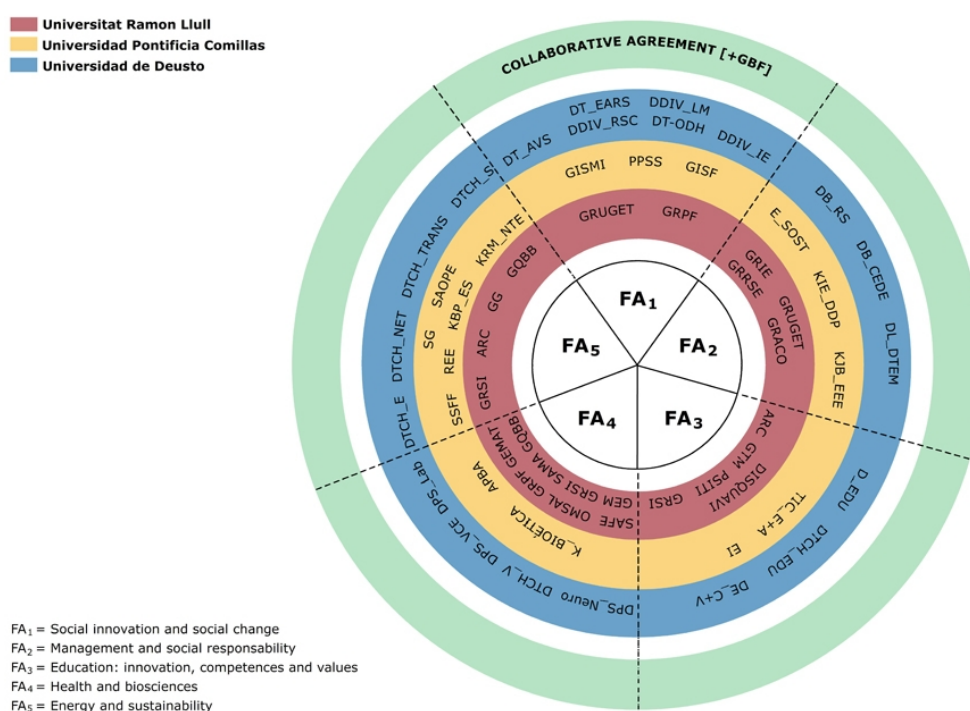
These *focus areas* were defined after careful observation of two realities: (a) societal demand and (b) our research groups' capacities. The *focus areas* defined are:

- ▶ Social innovation and change (FA₁)
- ▶ Management and social responsibility (FA₂)
- ▶ Education: Innovation, competencies and values (FA₃)
- ▶ Health and biosciences (FA₄)

► Energy and sustainability (FA₅)

Without ignoring other strategic focuses found at each university (focuses centred on broad scientific disciplines), a good part of the joint work in the aggregation project will be centred on these five *focus areas*. The same occurs with the collaboration planned with the international universities included in the aggregation.

The following diagram, developed further on page 68 of this document, details the *focus areas* and the preliminary distribution of research groups.² The diagram reflects the three universities' current capacity to completely address the respective *focus areas*.



The primary areas of activity in the ACM project, in addition to promoting, coordinating and expanding the aggregation itself, include:

- R&D+I
- Teaching
- The campuses, their transformation and participation in the sustainable economic model
- Internationalisation.

These focuses are categorised into fields of action and are in line with the structure proposed by the Evaluation Guide in this call for proposals. In all these fields of action, we start with a consolidated reality, with different levels of excellence, to take on a general process which we can summarise as taking us *from quality to excellence*. This

² Initially, assigning the research groups to the different focus areas was based on the groups being accredited for their excellence. That notwithstanding, during the Plan's initial implementation phase, we shall revise this distribution using inclusive criteria to incorporate as many of the universities' forces as possible.

is, in essence, the foundation upon which to base the increasing internationalisation of our universities.

Strengths and opportunities

The three universities carried out a SWOT analysis while preparing their Individual Strategic Plans, the results of which were combined to prepare ACM 2015. Below is a brief summary of the primary strengths and opportunities identified:

► Primary strengths

- Identity, *raison d'être*, Christian Humanism and integral education of people. Values.
- Pedagogical quality, the excellence and innovation of the pedagogical model.
- R&D+I capacities and orientation towards results with an integral research and transferal model.
- Governance: flexibility and agility, adaptability and responsive to changes.
- Realistic and responsible economic and financial management. Efficient use of resources.
- Good reputation of the universities in our country.
- Social involvement and presence, an excellent relationship with society and close proximity to the job market.

► Primary opportunities

- Differentiation of the educational offering based on quality, specialised programmes, and quickly responding to the new requirements implied by the European Higher Education Area.
- R&D+I oriented towards challenges and completely in tune with the new European and Spanish R&D+I plans.
- Changes in the legal framework affecting quality and private, non-profit universities.
- Assuming a leading role at the Spanish and European levels amongst private universities based on the aggregation of quality universities.
- Relationship with the non-university educational industry.
- Aggregation in and of itself.
- Existing possibilities for international projection due to our participation in Society of Jesus and La Salle university networks.
- Opportunities stemming from a project between three universities located in three large cities.

Expected benefits

For each and every field of action in which this plan is structured, specifically in the different chapters within this document, we identify the expected benefits of correctly implementing this project. In fact, and for the sake of clarity, we differentiate between

what we call *impact* and the changes in indicators. This process is repeated for each of the objectives considered.

In a separate document entitled, Results: Impacts and indicators, we detail these results from three different points of view:

- ▶ **Impacts** A clear description of the benefits expected; we could say that they describe what our plan provides.
- ▶ **General indicators** A selection of relatively “classic” indicators adapted to the different university missions; their development is the result of having correctly implemented the Joint Collaboration Plan as well as the Individual Strategic Plans encompassed, that is, the result of correctly implementing ACM 2015.
- ▶ **Ad hoc indicators** Specific monitoring indicators for the Joint Collaboration Plan; oftentimes, they are related to the general indicators described above but adapted to each university mission; they serve to measure the degree to which the Joint Collaboration Plan is being fulfilled.

For the sake of brevity, in this section we only include a summary of the most noteworthy results categorised into large groups. The reader may consult the corresponding document on results for a more exhaustive explanation.

1. Impact on R&D+I

- a. Specialisation and focalisation on R&D+I.
- b. The aggregation of research teams of excellence will enable us to increase their critical mass and international competitiveness, thereby improving R&D+I inputs and outputs.
- c. Development of a new R&D+I+S model in the responsible and sustainable social innovation field and the system to transfer results.
- d. Optimisation of the aggregate transferal systems, processes and structures and the creation of an online science and technology, business and innovation E-Park.

2. Educational impact

- a. Consolidation of an educational model based on competencies and values and fomented by the three universities as well as the model's adaptation to the new realities of international competition.
- b. Implementation of new joint graduate programmes designed with a focus on internationalisation.
- c. A new International Doctoral School specialised in the mentioned *focus areas* and which will provide an innovative, multidisciplinary and inter-university doctoral experience.
- d. Creation and development of the *Deusto International Tuning Academy* (DITA), serving as an international reference within the *Global Higher Education Area*.



3. Economic impact

- a. The incorporation of new professionals in the job market, individuals trained in a model of excellence based on competencies and values, oriented towards innovation and entrepreneurship and prepared to act as global professionals.
- b. Development of the “Management and social responsibility” focus area with a specific line of research dedicated to addressing ethical concerns in economic and business models.
- c. Transformation of the knowledge created by our research groups into economic value, stemming from the focus on challenges and a global view of R&D+I.
- d. Quality jobs within the universities and the creation of new positions based on the implementation of the ACM project.

4. Environmental impact

- a. Improve the quality of campus life stemming from the integral and integrating application of master plans on sustainability and the accessibility of campus spaces, infrastructures and facilities.
- b. Interaction/dialogue between the campuses and the regional, urban and social environs in which they were created and where they continue to grow.
- c. Development of the “Energy and sustainability” focus area in terms of energy, economic, environmental and socially sustainable solutions which also respect biodiversity.

5. Social and cultural impact

- a. Development of a local and global innovation and knowledge transferal model based on the *focus areas* and orientated towards solving social challenges.
- b. Creation of four innovation and social transferal centres in the cities and regions where the aggregated universities promoting this project are found.
- c. Creation of a network of alumni networks.
- d. Development of our own model of University Social Responsibility and a common strategy, both of which are inspired by the Humanist ideals of the aggregated universities and applied to active policies of inclusion, solidarity and cooperation.

Though not included in this list of expected impacts, it is worth bearing in mind that one of the primary benefits of this project is the aggregation in an of itself and its international projection with the inclusion of other prestigious international universities.

3. Plan Summary and Objectives

Aristós Campus Mundus 2015 is organised around five broad fields of action. In each of these we identify specific objectives, the projects to achieve these goals and the indicators to track our progress. These five fields of action are:

- Area A:** **Aggregations, alliances, networks and linkage cluster**
Corresponds to points 2.5 and 2.8 in the User's Guide
- Area B:** **Focus Areas, scientific improvement and research results transfer**
Corresponds to points 2.2 and 2.4 in the User's Guide
- Area C:** **Pedagogical improvement and adaptation to EHEA**
Corresponds to point 2.1 in the User's Guide
- Area D:** **Internationalisation of the aggregation project**
Corresponds to point 2.6 de la Guía del Usuario
- Area E:** **Campus transformation and participation in the sustainable economic model**
Corresponds to point 2.3 and 2.7 in the User's Guide

As a whole, the Plan defines 14 objectives which will be fulfilled by means of 21 projects. Below we provide a brief description of what is implied for ACM 2015 by each field of action and a table detailing the objectives of these fields of action and their corresponding projects.

Area A: Aggregations, alliances, networks and linkage cluster

For this field of action, ACM 2015 has defined the necessary strategies to optimise the aggregation processes at different levels. Aggregation is understood as: an advanced process of cooperation between universities in the search for academic and research excellence and recognition by the international academic and scientific community; and a prolonged process of cooperation between the aggregated universities and public institutions, companies and social entities. Both spaces for aggregation are permanently open to new incorporations throughout the project's lifecycle.

In large brushstrokes, this integral field of action entails:

- a) Developing structures and processes to ensure the good governance of the aggregation between Ramon Llull, Deusto and Comillas universities.
- b) Establishing international aggregation mechanisms with Georgetown, Boston College and Fordham universities.
- c) Carrying out actions to create a global network of aggregated university alumni.
- d) Creating an institutional, business and social network stemming from each university's linkage cluster.

The following table details the objectives considered and the projects which define them.

Objective	Project	Description
Objective A.1: To provide the aggregation with effective and efficient leadership (governance)	A.1.1. ACM GOVERNANCE	To achieve the best governance for the aggregation, through the creation of structures and the organisation of processes, which seek efficient results and effectiveness in the means of obtaining them
Objective A.2: To complete the international aggregation processes with Georgetown University, Boston College and Fordham University	A.2.1. ACM [+GBF] INTERNATIONAL AGGREGATION	To consolidate the Aristós Campus Mundus Project through the aggregation of prestigious, world-class universities
Objective A.3: To foster professional, institutional, business and social aggregation concerning the Aristós Campus Mundus Project	A.3.1 ACM ALUMNI	To configure an alumni network concerning the aggregation
	A.3.2 ACM NET - AGGREGATION CLOUD	To generate an aggregation cloud of institutions, companies and social bodies concerning ACM

Area B: Focus areas, scientific improvement and research results transfer

In this field of action, ACM 2015 adopts an integral vision and focus on R&D+I orientated towards challenges³ as the means of specialisation. It addresses different R&D+I facets and aims to exploit the power of aggregation amongst the three participating universities and international alliances with prestigious universities.

In large brushstrokes, this integrated field of action entails:

- Coordinating the three aggregated universities' research groups based on *focus areas*. Efficient coordination shall be provided through what we have called *Distributed Research Centres* (DRCs), with one specialised in each focus area.
- Extending collaboration in R&D+I to international universities of reference, beginning with Georgetown University, Boston College and Fordham University, with whom a collaborative agreement has been signed.
- Coordinating the current transferal systems for research results to be able to assume more and larger processes and transferal projects. For this we foresee building transferal mechanisms based on the single window concept and a catalogue of transferal results.
- Defining and developing an online science and technology, business and innovation park (an E-Park) to help coordinate, visualise and take advantage of the different R&D+I initiatives resulting from the aggregation as a whole and from any other entity which wishes to take part.

³ See Section 1.2 in this Chapter.

The following table details the objectives considered and the projects which define them.

Objective	Project	Description
Objective B1: Coordinate research activity through the joint Distributed Research Centres (DRCs) to develop the strategic focus areas	B.1.1 ACM DISTRIBUTED RESEARCH CENTRES (DRCs)	Define and launch the DRCs and respond to the strategic focus areas chosen
	B.1.2 ACM INTERNATIONAL RESEARCH ALLIANCES	Strengthen current international alliances with universities of reference and explore the possibilities of expanding these alliances
	B.1.3 ACM SCIENTIFIC EVALUATION	Develop an evaluation system for the actions carried out for the two previous projects
Objective B2: Consolidate the current transferal systems, taking advantage of the power of aggregation	B.2.1 ACM TRANSFERAL	Coordinate transferal actions amongst the three universities to be able to address more and better transferal processes
Objective B3: Foment new transferal structures based on scientific-technological, business and innovation parks	B.3.1 ACM PARK NETWORK	Coordinate the current parks' service portfolio, broaden it and offer it to the entire aggregation community
	B.3.2 ACM e-PARK	Define and implement the online tool to coordinate the activities in this area, cooperate and inform about the activities

Area C: Pedagogical improvement and adaptation to EHEA

In this field of action, ACM 2015 aims to integrate the competitive advantages of the three participating universities in the pedagogical area and in terms of their adaptation to EHEA requirements to create a joint plan to ensure that the aggregation is positioned at the fore internationally. This positioning shall be earned due to the excellence of its teaching as well as for the preparation of its graduates to assume the new challenges faced by society in the 21st century, all with the highest academic and professional competencies and the maximum ethical and social commitment.

In large brushstrokes, this integrated field of action entails:

- Revising the teaching-learning methodology based on the development of competencies and values, the objective of this revision being to agree on said competencies and values and identify good practices especially as refers to pedagogical innovation.
- Establishing the bases with which to define joint degrees between the three universities, especially programmes in the designated *focus areas*. Another important consideration is that these joint degrees should offer greater value, especially in terms of attracting international talent. We also consider developing international degrees with the foreign universities participating in this project.
- Structuring the current doctoral programmes around a joint Doctoral School between the three universities.

The following table details the objectives considered and the projects which define them.

Objective	Project	Description
Objective C1: Consolidate and improve the pedagogical model based on competencies and values	C.1.1. ACM GOOD PRACTICES	Identification, formalisation and joint launch of good pedagogical innovation practices
	C.1.2. ACM COMPETENCIES AND VALUES	Analyse and improve the competency and values-based models developed by the three universities
Objective C2: Increase the number of joint degrees and educational actions serving as international references	C.2.1 ACM JOINT DEGREES	Jointly develop new programmes and educational actions in the focus areas which have the necessary quality and projection to become international references
	C.2.2 INTERNATIONAL DEGREES	Establish joint educational programmes and actions with other prestigious international universities (international degrees)
Objective C.3: Create an internationally relevant doctoral programme	C.3.1 ACM DOCTORAL SCHOOL	Create an inter-university Doctoral School in the pursuit of quality and excellence in the doctoral programmes

Area D: Internationalisation of the aggregation project

In this field of action, ACM 2015 aims to internationalise the incorporated research teams, faculty and management teams as well as the origin of the students in the undergraduate, Master's and PhD programmes. As such, it aims to broaden the concept of integral aggregation to universities which, by their identity, similar project and prestige, wish to take part in this project.

In large brushstrokes, this integrated field of action entails:

- Implementing the measures required to attract and recruit prestigious professors and researchers as well as administrative and service staff with a global background.
- International promotions to attract students.
- Maintaining a presence in international pedagogical and research collaboration networks.
- Extending the advanced aggregation project to a limited though progressive number of prestigious universities.

The following table details the objectives considered and the projects which define them.

Objective	Project	Description
Objective D1: To foster coordinated talent promotion, attraction and engagement actions for the aggregated universities	D.1.1. ACM PROMOTION	To foster support measures such as the nurturing of their own talent
	D.1.2. ACM TALENTIA	To incorporate prestigious researchers, faculty and management, and students with great potential
Objective D.2: To carry out processes of international aggregation with prestigious universities	D.2.1 ACM UNIVERSITAS	To capitalise on the presence of and the participation in international university networks, especially those of Jesuit and La Salle universities

Area E: Campus transformation and participation in the sustainable economic model

In this field, ACM 2015 envisions campuses servicing and being truly enjoyed by the university communities involved (students, academic and research staff and administrative and service staff), campuses which are also involved in the cities and territories in which they carry out their activities and campuses working cooperatively with organisations and entities in a permanent process of social transferal and social innovation.

In large brushstrokes, this integrated field of action entails:

- An integral vision of campus infrastructures, facilities and spaces at the three aggregated universities.
- Developing projects which reinforce the values of sustainability, participation, accessibility, inclusion, health, equality, employment, inter-culturalism, solidarity and cooperation in our aggregation.
- Creating a network of quality and appropriate university campuses from an integral view of infrastructures, facilities, spaces and university community.
- Interacting with the cities and territories of which the universities are a part.
- Establishing a complicit relationship with alumni from our universities.
- Cooperating with institutions, companies, social entities and the media.

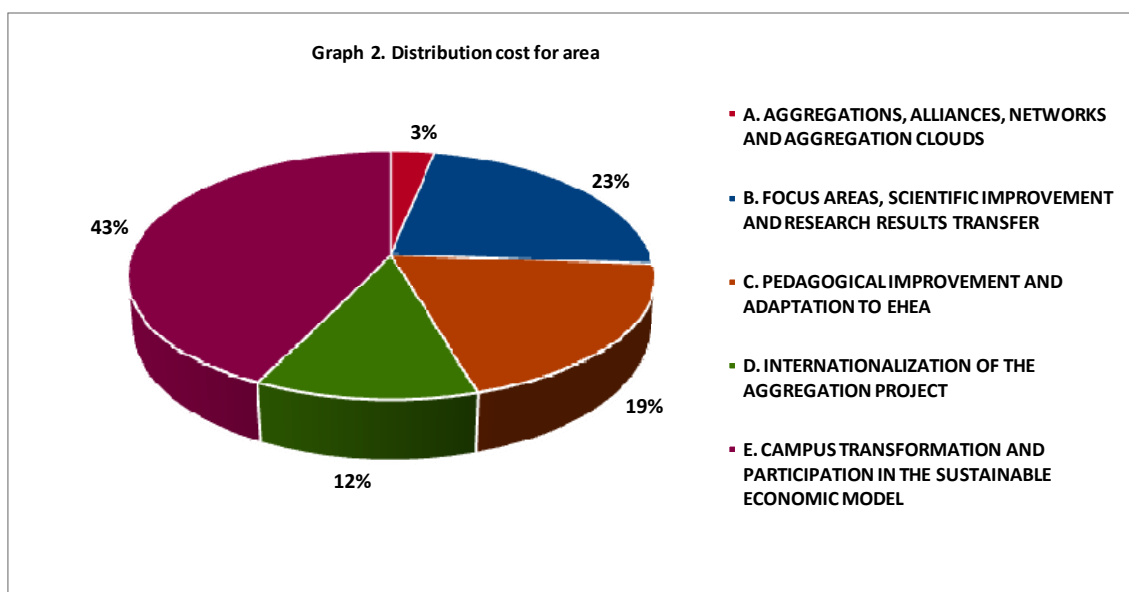
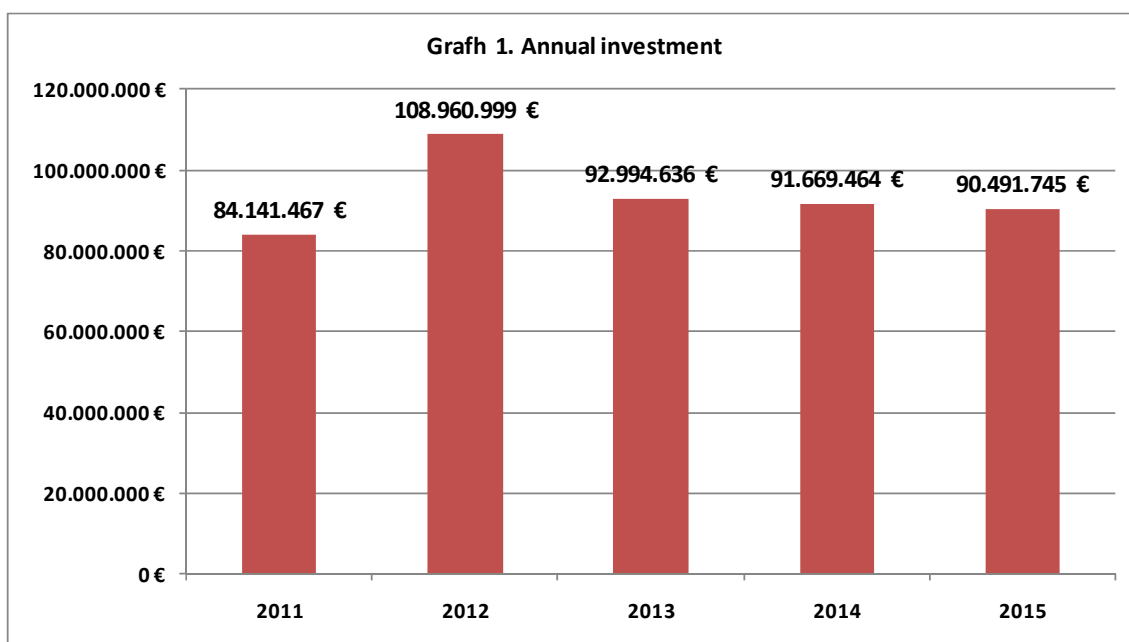
The following table details the objectives considered and the projects which define them.

Objective	Project	Description
Objective E.1 Integrate the appropriate and sufficient facilities, infrastructures and spaces with a view to sustainability and accessibility	E.1.1. ACM HABITAT	Integrate sector-specific plans on sustainability and accessibility into plans on spaces, facilities and infrastructures
Objective E.2 Develop an aggregate University Social Responsibility strategy	E.2.1. ACM USR	Establish collaborative strategies and frameworks in specific university social responsibility areas
Objective E.3: Develop a social transferal network in the aggregation project's areas of influence	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

4. Economic Summary

This section includes a brief summary of the budget defined for the ACM 2105 project by field of action and year. In the various chapters included in this document dedicated to the specific fields of actions, there is a detailed analysis of the corresponding budget, while the document “Economic Report” analyses the budget for the project in its entirety.

It is worth noting the considerable effort made in the area of R&D+I, accounting for 36% of operating budget (without taking into account the suitability and building construction



5. Document Structure

In line with the User's Guide provided as part of this call for proposals, the remainder of this document consists of an ample second section which contains the detailed description of the project by fields of actions. All these fields (excepting for a slight variance in Field of Action B (*Focus areas, scientific improvement and transferal*)) are structured as follows:

- ▶ Introduction

A section which provides a summary and description of the most important traits of the objectives found within each field of action.

- ▶ Joint Collaboration Plan

The description of the Joint Collaboration Plan in this section identifies and explains the objectives proposed in the plan. It provides information about each objective, identifying the primary impact expected as well as the foreseen actions for each project, a timeline and annual budget. The discussion of each objective includes a list of *ad hoc* performance indicators for the corresponding goals.

- ▶ Link between the three universities' Individual Strategic Plans and the Joint Collaboration Plan

As commented above, the *muscle* and true strength of the Aristós Campus Mundus 2015 project consists of the alignment between the three universities' Individual Strategic Plans and the Joint Collaboration Plan. For this reason, we feel it is fundamental to describe the links between the Individual Strategic Plan projects and actions and the objectives and projects in the Joint Collaboration Plan.

This section is in turn divided into three sub-sections, one for each university, though maintaining the same structure in each. First is a summary of the primary contributions of the universities' Individual Strategic Plan to the objectives in the field of action in question. Second, we provide tables detailing the Individual Strategic Plan projects and actions linked to the Joint Collaboration Plan. Third, we offer a brief description of the linked projects and actions. Last is an analysis of the budget and timeline considered for the Individual Strategic Plan actions.

As a whole, the aim of this section is to identify which parts of the Individual Strategic Plans are responsible for the heart of the joint aggregation project.

- ▶ Budget for the field of action

This section contains a summary of the budget for each specific field of action. It includes annual budgetary allotments for each project and identifies which amounts correspond to the Joint Plan and which to the Individual Strategic Plans.

- ▶ General activity indicators

The last section in each field of action includes a section to identify the primary generic performance indicators for each field of action. As described above, the

combined strength of the Joint Collaboration Plan and the Individual Strategic Plans (the latter conveniently linked to the former) is what will serve to improve the performance indicators described for each area.

As regards Field of Action B (*Focus areas, scientific improvement and transfer*), there is an additional section dedicated to identifying and defining the *focus areas*. Similarly, an exhaustive description is provided of the three universities' capacities in these areas, based on the distribution of the three universities' research groups amongst the different *focus areas* and the motives justifying why we feel the different groups can contribute to the multidisciplinary nature of the different *focus areas*.



**Aristos
Campus
Mundus
2015**

 **Deusto**
Universidad de Deusto
Deustuko Unibertsitatea

UNIVERSIDAD PONTIFICIA
ICAÍ ICADE
COMILLAS
M A D R I D

 **Universitat
Ramon
Llull**
Barcelona

***Area A. AGGREGATIONS,
ALLIANCES, NETWORKS AND
LINKAGE AREA***





AREA A. AGGREGATIONS, ALLIANCES, NETWORKS AND LINKAGE AREA.

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AREA A. AGGREGATIONS, ALLIANCES, NETWORKS AND LINKAGE CLUSTER

(This Area corresponds to Sections 2.5 and 2.8 as suggested in the User's Guide)

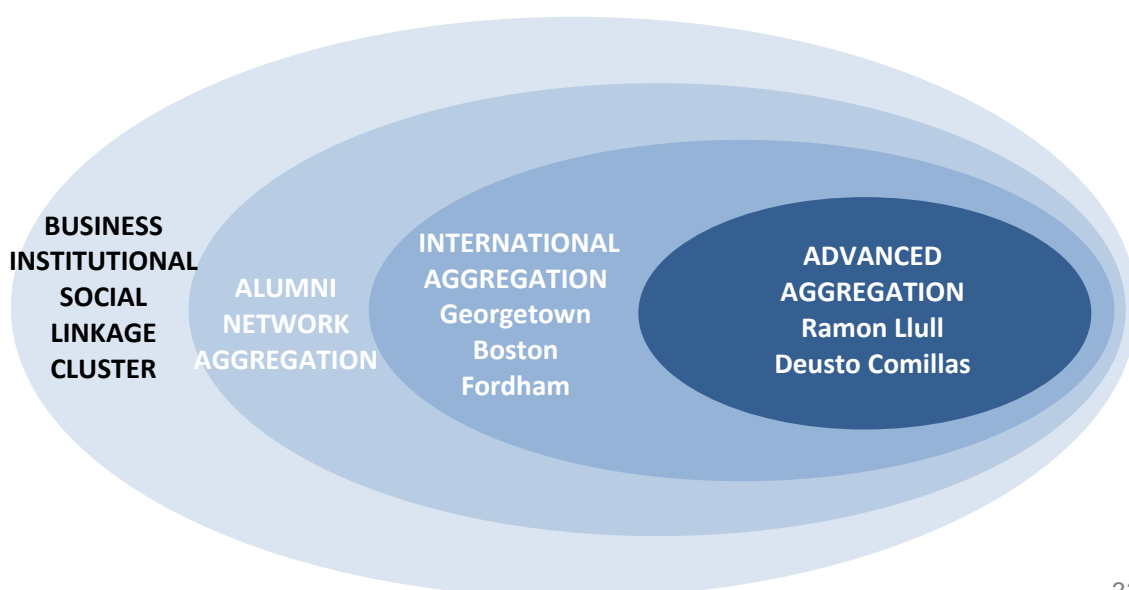
INTRODUCTION

Aristós Campus Mundus (ACM) 2015 is considering the aggregation of the **Universitat Ramon Llull University (URL)**, **Universidad de Deusto** and the **Universidad Pontificia Comillas**, as an essential part of the project. Likewise, an extension of the aggregation is being considered via the signing of a Memorandum with **Georgetown University**, **Boston College** and **Fordham University**, as an important milestone in the internationalisation of the campus of excellence project between prestigious, world-class universities.

Moreover, priority is being given to work with the alumni, thousands of professionals from the most diverse areas of knowledge, who were educated in the aggregated universities. Finally, based on the linkage cluster of each universities, an integrated linkage cluster of social, large, high-quality institutions and companies is created.

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

- a) The development of structures and processes for the good governance of the aggregation between Ramon Llull, Deusto and Comillas.
- b) The international aggregation mechanisms of Georgetown, Boston and Fordham.
- c) The actions regarding the creation of an aggregated alumni network.
- d) The creation of an institutional, business and social network, resulting from the convergence of each university's linkage clusters.



**AREA A. AGGREGATIONS,
ALLIANCES, NETWORKS AND
LINKAGE CLUSTER**

The project establishes the strategies required to optimise the aggregation processes at different scales. Aggregation is viewed as: an advanced process of cooperation between universities, in the quest for academic, teaching and research excellence and the recognition of the international scientific and academic community; and a prolonged process of cooperation between the aggregated universities and public institutions, companies and social bodies. Both areas of aggregation permanently open to new incorporations for the duration of the project. New prestigious, world-class universities that want to join, new professional networks that find a suitable framework in the project, new companies, institutions and social bodies that observe with interest the project's spheres of activity.

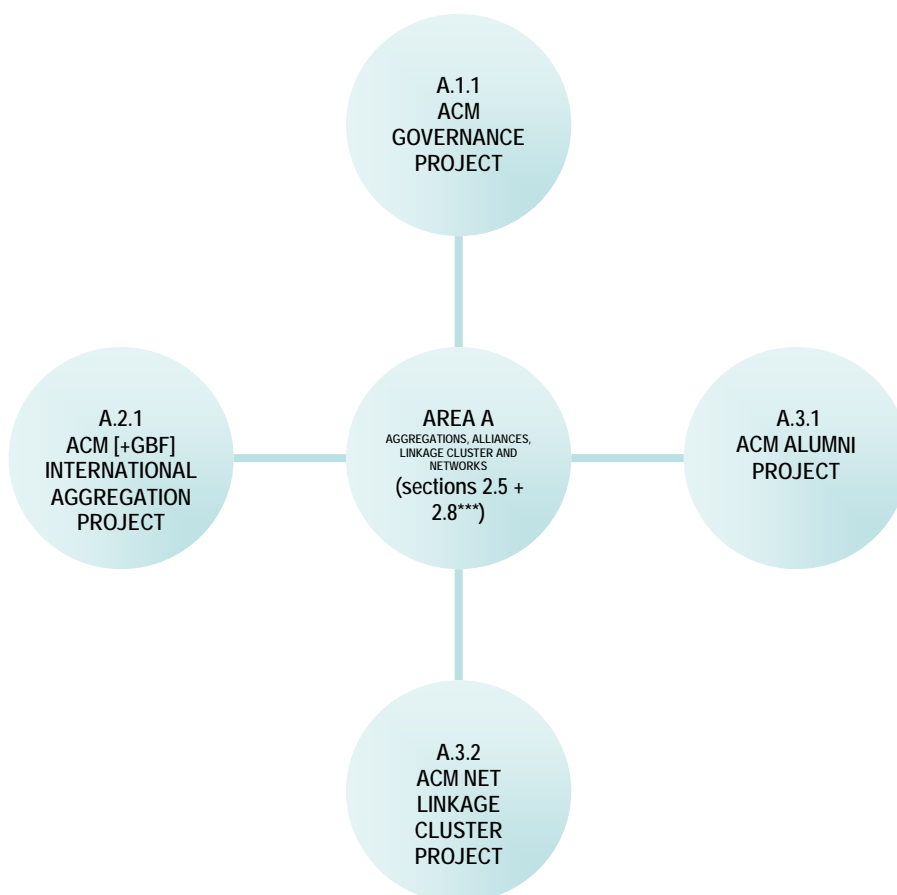
I. THE JOINT COLLABORATION PLAN

Summary

The Joint Collaboration Plan for the area corresponding to the *Aggregations, alliances, linkage clusters and networks* sets itself 3 main objectives, carried out via 4 projects, which include a total of 10 actions.

The three objectives complete an aggregation itinerary that goes from the closest (the advanced aggregation of Ramon Llull, Deusto and Comillas universities) to the farthest (the international aggregation of Georgetown University, Boston College and Fordham University), also including the intermediate linkage cluster of professionals, institutions, companies and social bodies. Aspects contemplated in the projects in this area, which are worth of note include:

- ▶ The design of a stable structure, which enables an aggregation between the directors and the teams at Ramon Llull, Deusto and Comillas universities.
- ▶ The establishing of processes that favour networking, and help bring together directors, teachers, researchers, technical experts and students.
- ▶ The organisation of an international aggregation procedure, which allows for collaboration between the directors and teams at Ramon Llull, Deusto, Comillas, Georgetown, Boston and Fordham universities.
- ▶ The design of an advanced, international aggregation model, which allows for the integration of new prestigious, world-class universities into the quest for excellence process.
- ▶ An internationalisation project based on the strengthening of the aggregated universities and the extension of the joint aggregation project to new universities.
- ▶ The creation of an alumni network based on existing networks in the aggregated universities, as a channel for communicating with professionals who graduated from these universities.
- ▶ The use of the potential of the linkage clusters, with the business sector, institutions and social bodies, generated by the universities participating in the project.

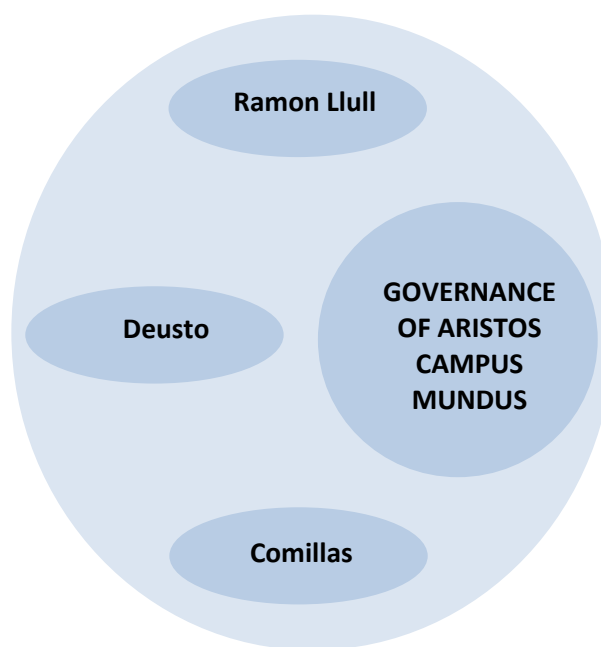


Objective A.1: To provide the aggregation with effective and efficient leadership (governance)

The advanced aggregation we refer to in different parts of the document, requires structures and processes that enable an effective operation, in the quest for excellence, and an efficient operation in the great respect for the autonomy and successful involvement of each university project. Therefore, the governance system is based on the consideration of several fundamental principles:

- ▶ The advanced and effective aggregation of the universities taking part in the project.
- ▶ The respect for the autonomy of each of the aggregated universities.
- ▶ The efficiency of the search for the best mechanisms in the quest for excellence, in terms of recognition by the international scientific and academic community.
- ▶ The efficiency of the design of the processes that allow for the achievement of the growing confidence and complicity between the project directors, the teams involved and the respective university communities.
- ▶ The flexibility required to cope with the new incorporations to the aggregation during the project development process.

- The appropriate adaptation to academic, social and regulatory realities different from those of the initial framework, above all as the international aggregations became consolidated and increase in number.



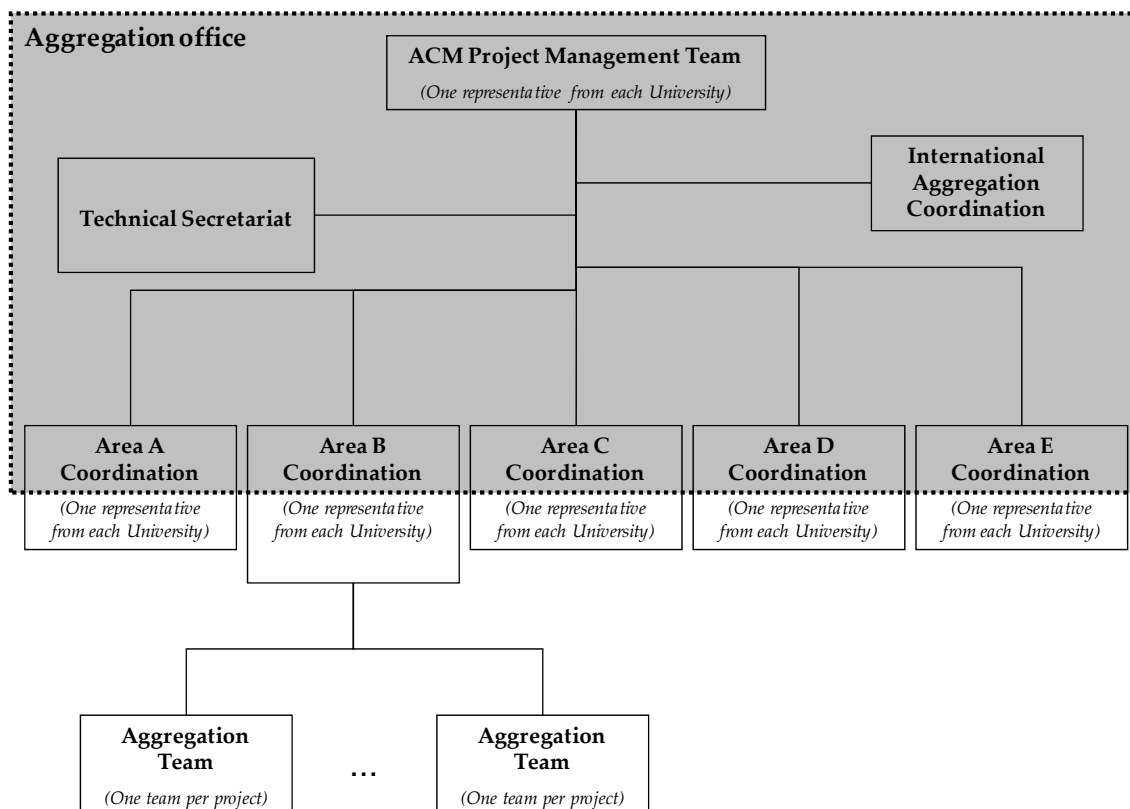
This Objective will be carried out on the basis of a single project, which is described below.

Project A.1.1. Aristós Campus Mundus (ACM) GOVERNANCE

This project aims to achieve the best governance for the aggregation, through the creation of structures and the organisation of processes, which seek efficient results and effectiveness in the means of obtaining them. All this, based on a firm commitment to flexibility, which makes it possible to respond at all times to the new circumstances that the aggregated universities have to deal with from the start and which are brought in by the new universities that may be aggregated during the project.

During the first year the most appropriate legal form for the smooth governance of aggregation will be discussed. Similarly, it shall be the constitution and registration as appropriate

**AREA A. AGGREGATIONS,
ALLIANCES, NETWORKS AND
LINKAGE CLUSTER**

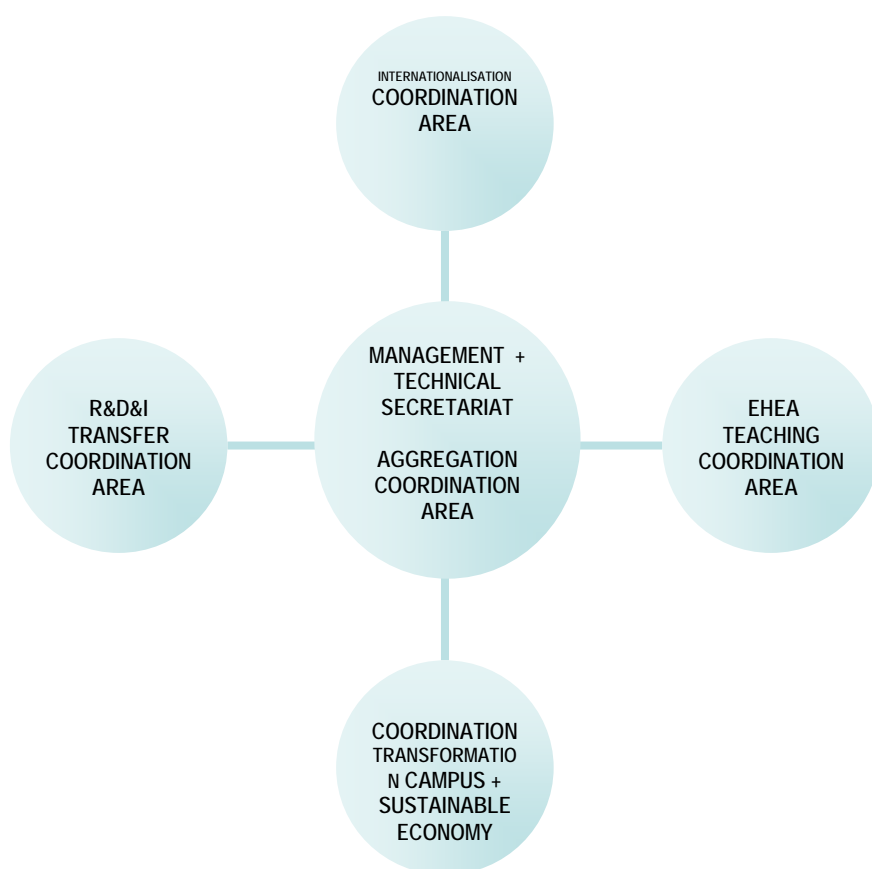


The project will be based on 3 actions. The first action consists of the creation of an **ACM Project Management**. This management team will be made up of one representative from each of the aggregated universities (who will be named by the rector of each university), and project coordinators in the respective universities. A **Technical Secretariat** will be created in order to provide support. This technical secretariat will be based in the different aggregated universities on a rotating basis.

The **International Aggregation Coordination Team** will allow for the harmonious development of the appendices incorporated in the Memorandum document for the extension of the aggregation of the universities of Georgetown, Boston and Fordham. A representative from each of the universities mentioned (appointed by the rector of each university), will form part of this coordination team.

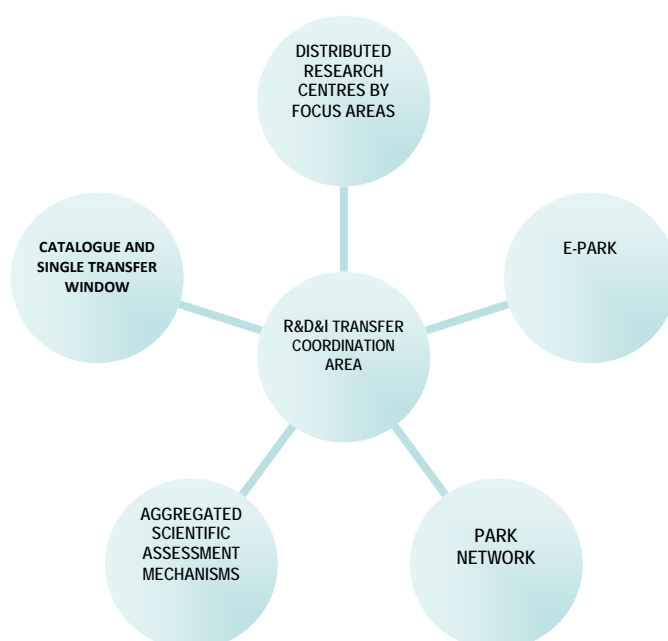
**AREA A. AGGREGATIONS,
ALLIANCES, NETWORKS AND
LINKAGE CLUSTER**

The second action, as a specialised complement to the work to be carried out by the directors and the technical secretariat, is made up by the **Area Coordination Teams**. These are made up of the directors of the aggregation, teaching, research, internationalisation and campus transformation areas in each university institution. They will be teams made up of 3 members, one for each of the 3 aggregated universities. Each coordination team will take care of ensuring the implementation and development of the objectives, projects and actions, as well as the continuous assessment of the predefined indicators in each area.



**AREA A. AGGREGATIONS,
ALLIANCES, NETWORKS AND
LINKAGE CLUSTER**

The third action implements the structures and processes required in each area coordination team in order to ensure the planned objectives, projects and actions are achieved. The **Aggregation Teams** are responsible for the actions required to carry out the projects in the corresponding area. For example, the following teams will be responsible for the actions in the area of the specialised thematic subjects, scientific improvement and transfer:



**AREA A. AGGREGATIONS,
ALLIANCES, NETWORKS AND
LINKAGE CLUSTER**

The following aggregation teams will be responsible for the area of academic improvement and adaptation to the European Higher Education Area:

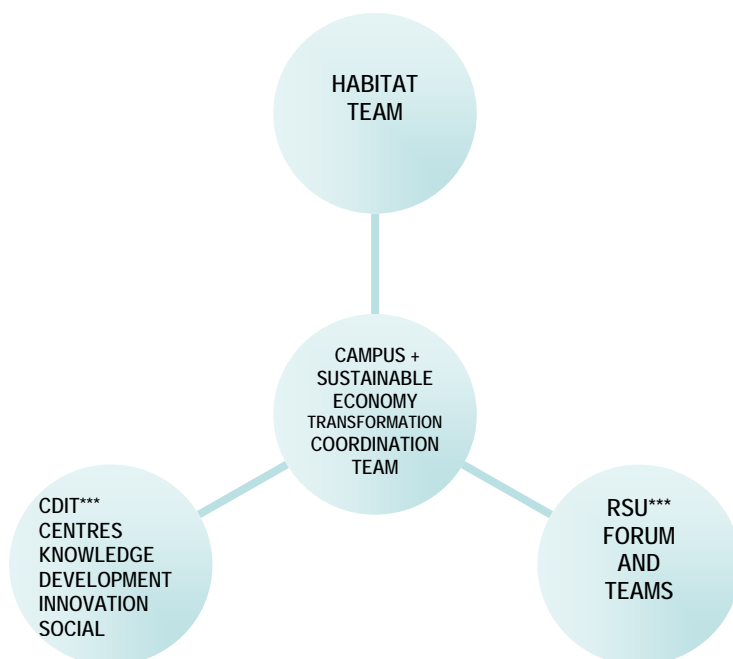


**AREA A. AGGREGATIONS,
ALLIANCES, NETWORKS AND
LINKAGE CLUSTER**

The following aggregation teams will be responsible for the area of project internationalisation:



The following aggregation teams will be responsible for the area of campus transformation and participation in the sustainable economy model:





Key indicators for Objective A.1

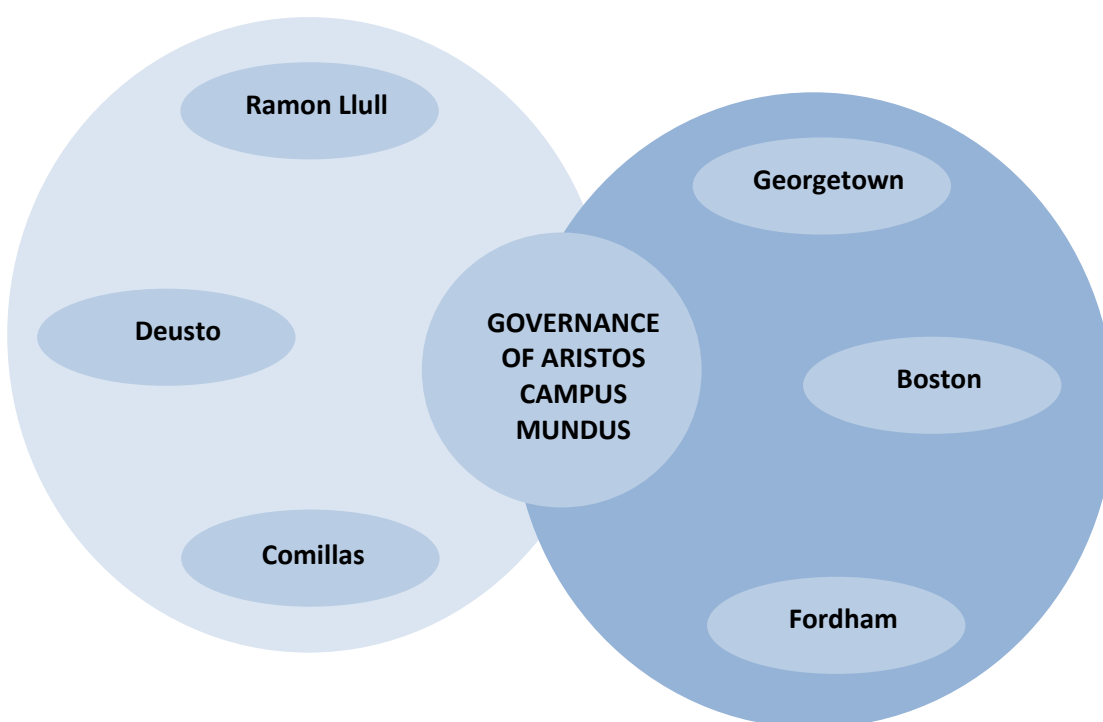
The following table includes the actions to be carried out, their planning and their annual cost:

Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind A.1.1	Creation and implementation of the Aggregation's Management and Technical Secretariat	No	Yes	Yes	Yes	Yes	Yes
Ind A.1.2	Number of coordination and management units in the Aggregation	0	5	5	5	5	5
Ind A.1.3	Number of management teams for the Aggregation's projects	0	6	12	12	18	18

Objective A.2: To complete the international aggregation processes with Georgetown University, Boston College and Fordham University

Initially, international aggregation is proposed with three world-class universities. This evolutionary phase of the aggregation requires structures and processes that enable an effective operation, in the consolidation of excellence, and an efficient operation in the great respect for the autonomy and the successful involvement of each university project. Therefore, the governance system is based on the consideration of several fundamental principles:

- ▶ The effective, international aggregation of the universities taking part in the project.
- ▶ The respect for the autonomy and idiosyncrasies of each of the aggregated universities.
- ▶ The efficiency of the search for best mechanisms in the consolidation of excellence, in terms of recognition by the international scientific and academic community.
- ▶ The efficiency of the design of the processes that allow for the growing confidence and complicity between the project directors, the teams involved and the respective university communities.
- ▶ The flexibility in order to cope with the new incorporations to the aggregation during the project development process.
- ▶ The appropriate adaptation to academic, social and regulatory realities different from those of the initial framework, above all as the international aggregations became consolidated and increase in number.



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

***Project A.2.1. ACM [+ Georgetown, Boston and Fordham (GBF)]
INTERNATIONAL AGGREGATION***

This project, as an evolutionary complement to the previous one, establishes as its line of work the consolidation of the Aristós Campus Mundus Project through the aggregation of prestigious, world-class universities.

In this respect, as the first step in an open itinerary, the project proposes the signature of a Memorandum, with its respective aggregation plans, by **Georgetown University, Boston College** and **Fordham University**.

The project will be based on 4 actions. The first action extends the aggregation project to Georgetown University, Boston College and Fordham University, with the signing of the Memorandum, which establishes the terms of joint cooperation in the areas and actions contained in this document. The second action establishes the joint research groups concerning the focus areas. The third action establishes the aggregation teams that are going to develop the remaining aggregation areas (training for research, staff exchange, joint degrees, etc.). The fourth action proposes the international extension of the aggregation project to other prestigious, world-class universities that want to participate in the Aristós Campus Mundus Project.

Key indicators for Objective A.2

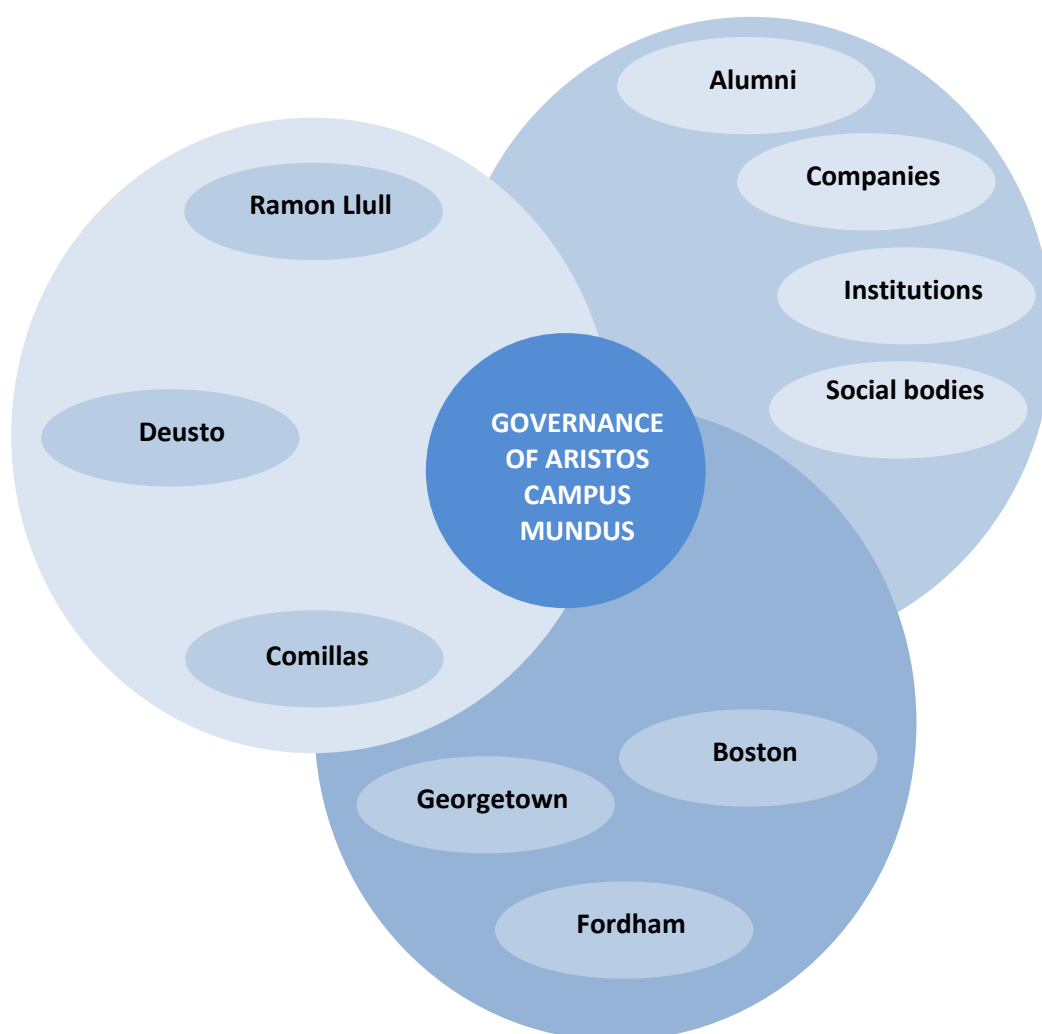
The following table includes the actions to be carried out, their planning and their annual cost:

Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind A.2.1	Georgetown University, Boston College and Fordham University aggregation memorandum for the Aristós Campus Mundus aggregation project	No	Yes	Yes	Yes	Yes	Yes
Ind A.2.2	Number of Joint International Research Groups created in the <i>focus areas</i> of the Aristós Campus Mundus aggregation project	0	3	4	5	5	5
Ind A.2.3	Number of research projects in collaboration with G, B or F	0	1	4	6	8	10
Ind A.2.4	Number of Joint Programms with G,B or F	1	1	2	3	4	5
Ind A.2.5	Number of new, prestigious, world-class universities in the advanced Aggregation	3	4	5	6	7	8

Objective A.3: To foster professional, institutional, business and social aggregation concerning the Aristós Campus Mundus Project

The third objective in the Aristós Campus Mundus 2015 project, in the aggregations, alliances, linkage clusters and networks area, establishes the channels for strengthening the individual power of each university based on the aggregation of professionals, institutions, companies and social bodies.

The creation of a powerful social aggregation network is proposed at differentiated levels, for both natural persons and legal entities. The first network involves natural persons, basically alumni, graduates from each of the universities, and now connected to the current alumni networks, as well as other professionals who are interested in the new aggregation project. The second network involves institutions, companies and social bodies that already work with each of the universities, as well as other public and private organisations that are even more interested – if that is possible – in the aggregation project.



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

Project A.3.1. ACM ALUMNI

This project establishes the bases for the creation of an alumni network concerning the aggregation. A network generated on the basis of the already existing alumni associations and clubs in the aggregated universities, as well as alumni not associated with their respective universities, who see the new process as a personal and professional opportunity.

The project will be based on 3 actions. The first action focuses on the establishment of channels of communication and collaboration between alumni associations and clubs from the respective universities, in general and by knowledge area. The second action involves the organisation of events and activities designed to allow alumni to meet up. The third action aims to capitalise on the complicity and involvement of the alumni in carrying out aggregation initiatives in the focus areas.

Project A.3.2. ACM NET – LINKAGE CLUSTER

This project establishes the procedure for the creation of a social network concerning the aggregation. A network that includes forums, conventions, projects and cooperation initiatives between each of the universities with public institutions, private companies and social bodies. A network that fosters cooperation with institutions, companies and social bodies, which consider the aggregation project to be a possibility for cooperation with added value.

The project will be based on 4 actions. The first action involves the creation of a map of the social, institutional and business network before the aggregation. The second action aims to reinforce the flows of information and communication between existing and new social, institutional and business agents. The third action suggests the organisation of events and activities allowing social, business and institutional agents involved in the aggregation projects to meet up. The fourth action aims to capitalise on the complicity and involvement of the agents in carrying out aggregation initiatives, especially in the focus areas.

Key indicators for Objective A.3

The following table includes the actions to be carried out, their planning and their annual cost:



PROJECT DESCRIPTION

AREA A. AGGREGATIONS, ALLIANCES, NETWORKS AND LINKAGE CLUSTER

Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind A.3.1	Number of members in institutions' <i>alumni</i>	55.672	56.785	58.489	59.659	61.449	63.906
Ind A.3.2	Number of focus area joint events organised by the aggregated institutions' alumni networks	0	1	2	3	3	3
Ind A.3.3	Number of agreements with Companies, Institutions and Social bodies	5.361	5.468	5.523	5.633	5.690	5.803
Ind A.3.4	Number of events with companies, institutions and social bodies organised within the aggregation framework	0	1	2	3	3	3

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

UNIVERSITAT RAMON LLULL (URL)

1. Summary

We shall analyse the link between the URL's revised Individual Strategic Plan (Ramon Llull Campus Mundus – RCM) and area A 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 A.1: To provide the aggregation with effective and efficient leadership (governance)

RCM's actions that are linked to this objective of ACM 2015 are those of the individual governance of URL's Individual Strategic Plan (RCM). In fact, RCM already included a control and monitoring action for the Plan itself, so that these efforts will contribute to the global coordination of the Joint Strategic Plan for the Aggregation.

Objective A.2: To complete the international aggregation processes with Georgetown University, Boston College and Fordham University

RCM's actions linked this ACM 2015 objective are indirect and described in the area of thematic specialisation and scientific improvement and transfer. Since the collaboration with these three universities will basically concentrate on the focus areas and the possibility of collaboration projects being carried out by the different joint research groups, the efforts made by ACM include focusing on and giving priority to research work and promoting its international component.

Objective A.3: To foster professional, institutional, business and social aggregation concerning the Aristós Campus Mundus Project

RCM's actions that are linked to this ACM 2015 objective are divided up into the two planned projects. Firstly, and with regard to ACM Alumni, RCM contributes with its programmes aimed at promoting both student and alumni associations. Secondly, and with regard to ACM Net - Linkage cluster, RCM links its actions aimed at promoting its presence in networks and associations and those designed to incorporate more institutions (both public and private) in its CIE Project. In fact, URL has an important aggregation culture, as a result of its federal nature and its close ties with Civil Society.

2. Universitat Ramon Llull 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	
Objective A.1 To provide the aggregation with effective and efficient leadership (governance)		Objective A.1 To provide the aggregation with effective and efficient leadership (governance)	
Project Code	Name and/or description	Action Code	Name and/or description
A.1.1 ACM GOVERNANCE	To achieve the best governance for the aggregation, through the creation of structures and the organisation of processes that seek efficient results and effectiveness in the means of obtaining them	A.3.2 RCM	To execute the Quality Assurance plan for the CIE Project
Objective A.2: To complete the international aggregation processes with Georgetown University, Boston College and Fordham University		Objective A.2: To complete the international aggregation processes with Georgetown University, Boston College and Fordham University	
Project Code	Name and/or description	Action Code	Name and/or description
A.2.1.ACM [+GBF] INTERNATIONAL AGGREGATION	To consolidate the Aristós Campus Mundus Project through the aggregation of prestigious, world-class universities		They are some of the actions listed in the area regarding scientific improvement and transfer
Objective A.3: To foster professional, institutional, business and social aggregation concerning the Aristós Campus Mundus Project		Objective A.3: To foster professional, institutional, business and social aggregation concerning the Aristós Campus Mundus Project	
Project Code	Name and/or description	Action Code	Name and/or description
A.3.1 ACM ALUMNI	To create an alumni network concerning the aggregation	C.6.2 RCM	To continue with the policy of supporting student associations in the different centres and the URL Student Board in the organisation of sociocultural and sporting activities
A.3.2 ACM NET - LINKAGE CLUSTER	To create an linkage cluster of institutions, companies and social bodies concerning ACM	C.1.2 RCM	To increase the collaboration agreements with professional bodies for the permanent training of its workers
		C.1.3 RCM	To promote networking through a larger number of events
		C.7.1 RCM	To develop a Strategic Aggregation Plan for the University with public and private bodies

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.

Linked Objective	A3 RCM To attain international levels of excellence in the systems and processes of quality assurance and teaching innovation
Linked Actions	A3.2 RCM To execute the Quality Assurance Plan for the CIE Project
<p>This objective combines the different actions that URL has been carrying out in terms of university quality, and in particular those focusing on academic-teaching quality. It should be pointed out that URL, with an academic-teaching quality monitoring structure, which is organised in a network, has a Central Unit and specific quality-control units in its centres. This structure has meant that in the last few years it has been possible to carry out strategic global assessment and accreditation actions, some of them international.</p> <p>The action described here is directly linked to the governance of the aggregation presented in the ACM'2015 Project, and includes the monitoring of the execution of URL's Individual Strategic Plan and its links to the CIE Project.</p>	

Linked Objective	C.1 RCM To consolidate and develop the current continuing education model
Linked Actions	C.1.2 RCM To increase the collaboration agreements with professional bodies for the permanent training of its workers
	C.1.3 RCM To promote networking through a larger number of events

URL has a long tradition of continuing education within the university's third mission, with particular emphasis being laid on the transfer of results and the social contribution with the same high standards and quality being required as in the other two missions. In this respect, we should highlight the existing offer of postgraduate programmes and the training of executives carried out internationally (in over 6 countries) as well as Seminars and Conferences that promote the social outreach of knowledge generated in our schools and the expansion of our students' networking with a network of alumni in over 100 countries.

The challenge posed by this objective is to raise the level of the continuing education currently offered in terms of both quantity and quality, with a greater international focus, widening the geographic scope with regards the places it is carried out and increasing the number of groups it is aimed at through collaboration agreements with different bodies. Moreover, there are plans to increase the individual monitoring of students in order to tailor the programmes to suit personal circumstances and, at the same time, increase the possibilities of networking through participation in a larger number of events organised by URL, which also promote the university's social outreach.

Linked Objective	C.6 RCM To foster cultural and personal development activities, promoting diversity and multiculturalism as elements that enrich the academic community
Linked Actions	C.6.2 RCM To continue with the policy of supporting student associations in the different centres and the URL Student Board in the organisation of sociocultural and sporting activities

The actions here linked to the ACM'2015 Project combine the URL's efforts in supporting both the student associations and the alumni networks organised in associations, clubs, etc. In fact, the international expansion of some of the URL's federal institutions and the sense of belonging felt by many alumni, make it an international centre of reference.

It should be noted that the URL's alumni networks have many members and a major presence in our Society, whilst at the same time being represented in over 100 countries. Particularly worthy of note is the ESADE-Alumni Association.



Linked Objective	C.7 RCM To develop a strategic aggregation concept adapted to suit URL and the possibilities of its environment
Linked Actions	C.7.1 RCM To develop a Strategic Aggregation Plan for the University with public and private bodies
<p>We consider that URL is fully integrated into and committed to the Catalan and Spanish university system, one example of this being its participation in the Permanent Committee of the Conference of Rectors of Spanish Universities (CRUE) for the last 7 years</p> <p>URL has established around 437 agreements with institutions and most of their research projects are carried out in collaboration with other bodies. It participates in interuniversity teaching programmes with public universities, finding solutions for university fees.</p>	

UNIVERSIDAD DE DEUSTO (UD)

1. Summary

The link between UD's revised Individual Strategic Plan (Deusto Campus Mundus - DCM) and area A of the Joint Collaboration Project (Aristós Campus Mundus – ACM 2015) establishes certain 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 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 A.1: To provide the aggregation with effective and efficient leadership (governance)

DCM's actions that are linked to this ACM 2015 objective are those of the individual governance of UD's Individual Strategic Plan (DCM). The main activity in this section is the complex process of internal aggregation that has already begun and that involves, amongst other things, the adaptation of the structure of the centres to the new EHEA reality, with the reduction of the previous extensive network of faculties, schools and institutes to 6 faculties. Likewise, it involves the commitment to research excellence concerning the DARC-Deusto Advanced Research Centre, with 7 research development units near to the prioritised strategic areas of knowledge. Well-governed internal aggregation prior to the aggregation with Ramon Llull and Comillas.

Objective A.2: To complete the international aggregation processes with Georgetown University, Boston College and Fordham University

DCM's actions linked to this ACM 2015 objective are indirect and described in the area of thematic specialisation and scientific improvement and transfer, in addition to the area of internationalisation. Since the collaboration with these three universities will basically concentrate on the focus areas and the possibility of collaboration projects being carried out by the different joint research groups, the efforts made by DCM give priority to research work with a global focus.

Objective A.3: To foster professional, institutional, business and social aggregation concerning the Aristós Campus Mundus Project

DCM's actions that are linked to this ACM 2015 objective are divided up into the two planned projects. Firstly, and with regard to ACM Alumni, DCM contributes with its own process to strengthen its own linkage cluster with the alumni. Secondly, and with regard to ACM Net, DCM establishes the linkage cluster processes with universities, R&D&I centres, institutions, companies and social

bodies: from the flow of information and communication to fundraising, also including the provision of services and involvement in projects and programmes.

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	
Objective A.1 To provide the aggregation with effective and efficient leadership (governance)		Objective A.1 To provide the aggregation with effective and efficient leadership (governance)	
Project Code	Name and/or description	Action Code	Name and/or description
A.1.1. CM GOVERNANCE	To achieve the best governance for the aggregation, through the creation of structures and the organisation of processes that seek efficient results and effectiveness in the means of obtaining them	A.1.1 DCM	Creation of the internal cluster of aggregated faculties, functional areas and services from the point of view of the proposed strategic objectives
Objective A.2: To complete the international aggregation processes with Georgetown University, Boston College and Fordham University		Objective A.2: To complete the international aggregation processes with Georgetown University, Boston College and Fordham University	
Project Code	Name and/or description	Action Code	Name and/or description
A.2.1 ACM [+GBF] INTERNATIONAL AGGREGATION	To consolidate the Aristós Campus Mundus Project through the aggregation of prestigious, world-class universities		They are some of the actions listed in the area referring to scientific improvement and transfer and to internationalisation
Objective A.3: To foster professional, institutional, business and social aggregation concerning the Aristós Campus Mundus Project		Objective A.3: To foster professional, institutional, business and social aggregation concerning the Aristós Campus Mundus Project	
Project Code	Name and/or description	Action Code	Name and/or description
A.3.1 ACM ALUMNI	To create an alumni network concerning the aggregation	A.1.3 DCM	Creation of an external cluster of aggregated alumni based on strategic alliance processes, cooperation in projects and programmes, and occasional collaboration
A.3.2 ACM NET - LINKAGE CLUSTER	To create an linkage cluster of institutions, companies and social bodies concerning ACM	A.1.2 DCM	Creation of an external cluster of aggregated universities, institutions, companies, social bodies and R&D&I centres, based on the processes of strategic alliance, cooperation in projects and programmes, and occasional collaboration
		A.2.1 DCM	The creation of a Digital Communication Area that integrates solutions 1.0 with the social networks 2.0, along with the university's and the aggregated means of communication, flows of information, areas for periodical meetings, local and non-local activities
		A.2.2 DCM	Provision of services aimed at generating loyalty in the target group: presentation of the catalogue of teaching-learning-training and research-knowledge-transfer services
		A.2.3 DCM	Creation of a Stable Collaboration Framework that aims at involving the interlocutor: aggregations, strategic alliances, social forums with social entities, agreements on strategic or specific projects, participatory mechanisms, funding for grants, projects and development cooperation
		A.4.1 DCM	Raising of public and private funds in order to finance the proposed projects and actions



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

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

Linked Objective	A.1 DCM To create the highest possible level of internal and external aggregation, through the adequate structures and processes
Linked Actions	A.1.1 DCM Creation of the internal linkage cluster of faculties, functional areas and services from the point of view of the proposed strategic objectives
	A.1.2 DCM Creation of the external linkage cluster of institutions, companies, social bodies and R&D&I centres, based on processes of cooperation in projects and programmes, and occasional collaboration
	A.1.3 DCM Creation of the external linkage cluster of alumni based on strategic alliance processes, cooperation in projects and programmes, and occasional collaboration
<p>The configuration of an linkage cluster around the University is a matter of priority in the consolidation of the project. Firstly, the achievement of internal aggregation between faculties, centres, institutes, functional areas and different services with regard to objectives, projects and cross-curricular actions. Secondly, the attaining of aggregation processes with prestigious universities, which allow for progress towards excellence. Thirdly, the linkage cluster of institutions, companies and social bodies, which facilitate the generation of knowledge, life-long teaching-learning and social transfer. Fourthly, the linkage cluster of alumni who graduated from the different faculties and programmes.</p>	



Linked Objective	<p>A.2 DCM</p> <p>To generate a Deusto Experience, a series of objective and subjective elements that get individuals and institutions involved the Deusto Campus Mundus Project during most of their/its life</p>
Linked Actions	<p>A.2.1 DCM</p> <p>Configuration of a Digital Communication Area, which integrates 1.0 solutions with 2.0 social networks, along with the university's own and with aggregated means of communications, information flows, periodical meeting places, local and non-local activities</p>
	<p>A.2.2 DCM</p> <p>Provision of services aimed at generating loyalty in the target group: presentation of the catalogue of teaching-learning-training and research-knowledge-transfer services</p>
	<p>A.2.3 DCM</p> <p>Creation of a Stable Collaboration Framework that aims at involving the interlocutor: aggregations, strategic alliances, social forums with social entities, agreements on strategic or specific projects, participatory mechanisms, funding for grants, projects and development cooperation</p>
<p>The search for involvement in a dense university, institutional, business, social and citizen network focusing on the Universidad de Deusto and its activities. The development of a communication and global connectivity strategy for academic teaching and research activity should create digital communication areas that advance the 1.0 solutions to the 2.0 social networks. Likewise, it must offer a catalogue of services (offer of undergraduate, postgraduate, PhD, continuing and permanent education, research grants, competitive and joint research projects, chairs, cooperative research centres, publications, forums, congresses, conferences, etc.). Moreover, it must seek the involvement of several different public and private agents, both for-profit and not-for-profit, as a stable collaboration framework.</p>	
Linked Objective	<p>A.3 DCM</p> <p>To obtain economic support, public funding and private sponsorship, in order to carry out the proposed investments, without forgetting the university's capacity for generating its own resources</p>
Linked Actions	<p>A.3.1 DCM</p> <p>Raising public and private funds to finance the proposed projects and actions</p>
<p>Along with continual efforts to raise the productivity levels of those working at the University, the funding of the Deusto Campus Mundus Project requires the raising of public and private funds to guarantee an adequate source of income. In addition to the main patrons and sponsors (1,000-5,000 euros per annum), the involvement of a sufficient number of sponsors and collaborators is required (50,000-500,000 euros per annum). Likewise, the raising of funds from donors (1,000-25,000 euros per annum) is of great help.</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 A, corresponding to aggregations, alliances and networks 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.

It should be borne in mind that the main objectives linked to this area are the result of joint reflection and work by the three universities promoting this, after the presentation of their individual projects. Therefore, these objectives make sense precisely in the context of the aggregation, and it would not be logical or reasonable for the individual projects to contain actions specifically aimed at their successful completion.

Without a doubt, the Comillas Campus Mundus Project differs from those presented by the other two universities because the project has been written thinking on the aggregation horizon. This makes it possible to find actions with a certain degree of correlation both by the objective of guaranteeing the governance of the aggregation (in particular in relation to the constitution and development of coordination and aggregation teams by area) and the international aggregation, since, as it is structured as an open itinerary, some of CCM's project's actions can no doubt contribute substantially (in particular the consolidation of the offer of joint world-class degree programmes).

A very high level of correspondence can be seen in terms of the third objective in this area, whilst the two projects in which they manifest themselves coincide substantially with actions integrated in the objectives of the third strategic point in the Comillas Campus Mundus Project.

Thus, the objective of "Consolidating the alliance environment" in the CCM Project contains actions aimed at creating an alumni network concerning the aggregation (which links this action directly to the ACM Alumni Project in the ACM 2015 Project) and the promotion of a social network concerning the aggregation (in terms equivalent to those of the ACM Net-Linkage cluster Project).

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

Objective A.1 To provide the aggregation with effective and efficient leadership (governance)	
Project Code	Name and/or description
A.1.1 ACM GOVERNANCE	To achieve the best governance for the aggregation, through the creation of structures and the organisation of processes that seek efficient results and effectiveness in the means of obtaining them

Objective A.2: To complete the international aggregation processes with Georgetown University, Boston College and Fordham University	
Project Code	Name and/or description
A.2.1 ACM [+GBF] INTERNATIONAL AGGREGATION	To consolidate the Aristós Campus Mundus Project through the aggregation of prestigious world-class universities

Objective A.3: To foster professional, institutional, business and social aggregation concerning the Aristós Campus Mundus Project	
Project Code	Name and/or description
A.3.1 ACM ALUMNI	To create an alumni network concerning the aggregation
A.3.2 ACM NET - LINKAGE CLUSTER	To create a linkage cluster of institutions, companies and social bodies concerning ACM

COMILLAS CAMPUS MUNDUS

Objective A.1 To provide the aggregation with effective and efficient leadership (governance)	
Action Code	Name and/or description
B.3.1 CCM	Creation of the International Doctoral School in aggregation with Universidad de Deusto and Universitat Ramon Llull
A.3 CCM	Connection Project: Intensification of the professional connection of the university's postgraduate activity

Objective A.2: To complete the international aggregation processes with Georgetown University, Boston College and Fordham University	
Action Code	Name and/or description
A.2.2 CCM	Consolidation of an offer of joint world-class degrees

Objective A.3: To foster professional, institutional, business and social aggregation concerning the Aristós Campus Mundus Project	
Action Code	Name and/or description
C.1.2 CCM	Intensification of the relationship with the alumni, through the different existing alumni associations
C.1.3 CCM	Introduction and development of Advisory Boards in the University Centres

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

For greater brevity and document clarity, here we describe the linked actions by groups of 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	A.2. CCM Intensification of the international connection of the University's undergraduate and postgraduate activity
Linked Actions	A.2.2. CCM Consolidation of the offer of joint world-class degree programmes
<p>The second of the objectives linked to this area A of the Joint Project (Objective A.2: To complete the international aggregation processes with Georgetown University, Boston College and Fordham) was the result of joint reflection by the three universities promoting this, after the presentation of their different individual projects). This explains why there is not really any action by the Comillas Campus Mundus Project directly linked to this objective. However, given that the joint objective presents an open itinerary, which starts with three specific universities - the abovementioned centres - but that is not closed to the possible incorporation of other, similar universities, there is no doubt about the level of correlation between the consolidation of an offer of joint, world-class degrees and the future development of this objective. This action aims to broaden the offer of joint, international programmes the University already offers, with special emphasis placed on the process of selecting the foreign universities with which cooperation agreements are reached in order to guarantee both their prestige and their strategic importance. Without a doubt, this selection process, originally planned for the creation of joint degrees, must contribute to the joint objective of international aggregation.</p>	
Linked Objective	A.3. CCM Connection Project: Intensification of the professional connection of the University's postgraduate activity
Linked Actions	A.3.4. CCM New dimension of the professionals' continuing education activity
<p>The first of the objectives linked to area A of the Joint Project focuses specifically on achieving the optimal governance of the aggregation through the creation of the necessary structures and processes. Thus, it is clear that this is an objective that makes sense precisely in the context of the aggregation, which makes it difficult to find planned actions in the individual projects that contain actions specifically aimed at their successful completion. Consequently, the Comillas Campus Mundus Project naturally does not include actions specifically designed to ensure the governance of the aggregation, in the understanding that the place for this is, precisely, this report. Nevertheless, to the extent that this objective results in specific actions aimed at the constitution and development of coordination and aggregation teams by area, we should mention those actions by Comillas Campus Mundus linked to the actions specifically related to the Joint Project, such as the Connection Project, which contemplated actions aimed at the offer of joint degrees by the three universities in the postgraduate and further education area.</p>	

Linked Objective	B.3. CCM Project "Comillas Doctoral Experience"
Linked Actions	B.3.1. CCM Create the ACM Doctoral School in aggregation with Universidad de Deusto and Universitat Ramon Llull
<p>As indicated, the Project Comillas Campus Mundus has specific actions to develop aggregation teams per areas. Can be outlined the Creation of the Doctoral International School in aggregation with Universidad de Deusto and Universidad Ramon Llull</p>	

Linked objective	C.1. CCM Consolidation of the environment of alliances
Linked actions	C.1.2. CCM Intensification of the relation with existing alumni associations C.1.3. CCM Implantation and development of Advisory boards in the centers of the Univ.
<p>The objective of "Strengthening the partnership environment" of the Universidad Pontificia Comillas integrates a set of actions, aiming at developing and deepening partnerships and networks that the University has established in his business and social environment. It contemplates the establishment of basis for setting an alumni network around the aggregation (A.3.1 key project. ACM Alumni, Joint Project) and the promotion of a social network around the aggregation (A.3.2 Project object. ACM Net Linkage - cluster, Joint Project).</p> <p>Regarding the first of these projects, the Project Comillas Campus Mundus stresses the development of the relationship with alumni through existing Alumni Associations, a privileged way for ensuring the social impact of the activity of the University, fostering a sense of belonging to the alumni and increase their cooperation both in the development of training activities as sponsorship of prizes and scholarships.</p> <p>Regarding the second project, is necessary to highlight the implementation and development of Advisory Boards at the Centers of the University, consisting of relevant figures of the sectors linked to the focus areas, as a body attend the addresses of both the orientation overall activities and in obtaining sponsorship for their development, becoming major players in the fundraising policy of the University.</p>	

III. GENERAL INDICATORS OF THE ACTIVITY

As explained above, ACM 2015 is the result of the aggregation of three universities – the Universidad Ramon Llull, the Universidad de Deusto and the Universidad Pontificia Comillas. This aggregation constitutes the central core of a university, institutional, business and social linkage cluster.

The following table incorporates all area A's indicators. In the previous pages they were presented in a disintegrated fashion, linked to the area's three objectives. The table below reflects the scope of and aggregation horizon for ACM 2015 during the period 2010-2015.

Código Indicador	Descripción	Valor de Partida	Año 2011	Año 2012	Año 2013	Año 2014	Año 2015
Ind A.1.1	Creation and implementation of the Aggregation's Management and Technical Secretariat	No	Yes	Yes	Yes	Yes	Yes
Ind A.1.2	Number of coordination and management units in the Aggregation	0	5	5	5	5	5
Ind A.1.3	Number of management teams for the Aggregation's projects	0	6	12	12	18	18

Código Indicador	Descripción	Valor de Partida	Año 2011	Año 2012	Año 2013	Año 2014	Año 2015
Ind A.2.1	Georgetown University, Boston College and Fordham University aggregation memorandum for the Aristós Campus Mundus aggregation project	No	Yes	Yes	Yes	Yes	Yes
Ind A.2.2	Number of Joint International Research Groups created in the <i>focus areas</i> of the Aristós Campus Mundus aggregation project	0	3	4	5	5	5
Ind A.2.3	Number of research projects in collaboration with G, B or F	0	1	4	6	8	10
Ind A.2.4	Number of Joint Programms with G,B or F	1	1	2	3	4	5
Ind A.2.5	Number of new, prestigious, world-class universities in the advanced Aggregation	3	4	5	6	7	8

Código Indicador	Descripción	Valor de Partida	Año 2011	Año 2012	Año 2013	Año 2014	Año 2015
Ind A.3.1	Number of members in institutions' <i>alumni</i>	55.672	56.785	58.489	59.659	61.449	63.906
Ind A.3.2	Number of focus area joint events organised by the aggregated institutions' alumni networks	0	1	2	3	3	3
Ind A.3.3	Number of agreements with Companies, Institutions and Social bodies	5.361	5.468	5.523	5.633	5.690	5.803
Ind A.3.4	Number of events with companies, institutions and social bodies organised within the aggregation framework	0	1	2	3	3	3

The aggregation has an effective and efficient governance system, with its corresponding governing bodies, technical secretariat – with its own legal capacity – coordination units (5) and project management teams (18).

In the university part of the linkage cluster, the latter proposes an initial advanced level of strategic collaboration with Georgetown University, Boston College and Fordham University, universities with which a memorandum has already been signed for the joint creation of international projects (basically R&D&I) in the five areas of specialisation identified as focus areas. The aggregation is also viewed as being open to the progressive incorporation of a small, selective number of world-class international universities.

The linkage cluster also has two rings of particular importance: the alumni ring, and the institutional, business and social ring, supported by the alumni organisations linked to Ramon Llull, Deusto and Comillas, and the aggregated universities' own linkage clusters, respectively. Over 55,000 associated alumni and the current linkage clusters, constitute the starting point and the requisite number, with enormous potential, for the development of a new aggregated dynamic specially linked to ACM 2015's objectives and areas of specialisation.

Strategic aggregation and specialisation are the two central concepts of ACM 2015.



**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 B.* FOCUS AREAS,
SCIENTIFIC IMPROVEMENT AND
RESEARCH RESULTS TRANSFER**





AREA B. FOCUS AREAS, SCIENTIFIC IMPROVEMENT AND RESEARCH RESULTS TRANSFER

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AREA B. FOCUS AREAS, SCIENTIFIC IMPROVEMENT AND RESEARCH RESULTS TRANSFER

(This Area corresponds to Sections 2.2 and 2.4 as suggested in the User's Guide)

INTRODUCTION

Aristós Campus Mundus 2015 (ACM 2015) is an aggregated project between three universities, designed as a joint scientific improvement and transferal initiative based on specific thematic areas of specialisation. This field of action encompasses evaluation Sections 2.2 and 2.4 as suggested in the User's Guide. It is a joint project in the R&D+I field where this a thematic specialisation is precisely concentrated.

The following section details the criteria used to define the different areas of specialisation. In large brushstrokes, it is worth noting that we have opted to focus on these specialisations based on social challenges, combining the demonstrated ability of the three universities' research groups (existence of said capacity), together with a demonstrated social demand according to independent studies. As such, several areas of specialisation have been defined which we call *focus areas*. As they refer to important social challenges, we also elaborate on the sub-areas each of these *focus areas* encompasses.

Further below, the document describes the joint collaborative project and how the three individual universities' strategic plans are linked to this objective. These four components make up an integral action plan which, generally, aims to:

- a) Coordinate the three universities' research groups around the *focus areas*, efficiently achieving this by creating what we call *Distributed Research Centres* (DRCs), entities responsible for every single focus area.
- b) Expand collaboration in terms of R&D+I to prestigious international universities, beginning with Georgetown University, Boston College and Fordham University with whom we have already signed specific collaborative agreements.
- c) Coordinate our current research results transfer systems for research results to be able to assume more and greater transferal processes and projects. For this we foresee creating new mechanisms based on a joint transferal catalogue and the single window concept.
- d) Define and build an online science and technology, business and innovation park (E-Park) to help coordinate, view and make use of the different R&D+I elements amongst all participants and any other institutions which wish to take part.

This project thus implies an integral vision and focus on R&D+I, orientated towards overcoming challenges as its method of specialisation, addressing the different R&D+I facets. The aim is to take advantage of the power afforded by aggregating the three participating universities and forming alliances with prestigious international universities. Mechanisms to monitor and control this Plan are also established.

I. FOCUS AREA

Motivation

Aristós Campus Mundus 2015 focalises the three participating universities' collaborative efforts, in particular, in terms of R&D+I, around what we have called *focus areas*. A focus area is not a given scientific discipline. Rather, it refers more to a thematic area of specialisation in which different disciplines take part to resolve a concrete social challenge. Specialising and focusing our actions on R&D+I will enable us to orientate and address a problem currently faced by our society from different knowledge areas, that is, apply a multidisciplinary action strategy.

However, for ACM 2015, this focalisation implies much more than uniting diverse disciplines. It implies aggregating efforts and potential, recognising opportunities and defining the drivers behind our research activity. Prioritising our activity by different areas of action will allow us to have a clearer impact on society and create internal synergies while strengthening external alliances at the same time.

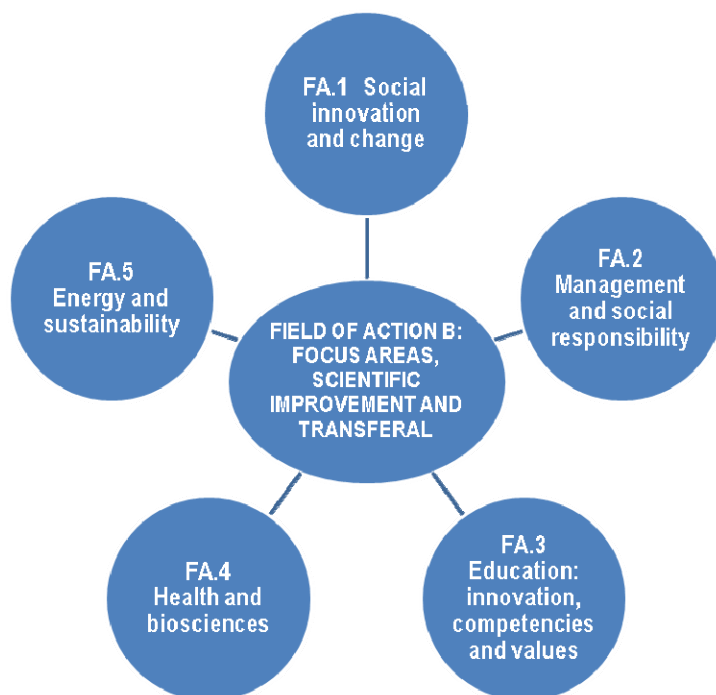
This approach is not, in fact, new. It corresponds directly to the focus our universities have given R&D+I from the outset, an approach which fits perfectly with our policy of interacting with the non-university social environ. It represents a focus which sees R&D+I as a public service, one which, in addition to encouraging the general progress of knowledge, maximises the social return from that progress. We see R&D+I as one of the major drivers for our society's development. The *focus areas* are thus the result of having listened to society's needs as gathered by diverse independent studies and identifying the areas of knowledge in which our universities carry out excellent research.

As described further below, we have chosen to coordinate the research groups' activities regarding these *focus areas* by creating Distributive Research Centres (DRCs) which provide a multidisciplinary approach to manage this model orientated towards solving challenges.

Focus area description

In this section we describe the five *focus areas* chosen. The selection process for these areas of specialisation was based on both satisfying the corresponding social demand as well as detecting our areas of excellence. As regards our capacity for action, we have selected areas where experience demonstrates that we are capable of carrying out excellent research. In each of the five areas, the three participating universities possess dedicated and consolidated research groups, recognised for their R&D+I activities.

Below we detail the 5 *focus areas* chosen. In addition to listing each area's name, we also explain what we aim to accomplish.



FA.1: SOCIAL INNOVATION AND SOCIAL CHANGE

The British *The Young Foundation* defines social innovation as “innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly developed and diffused through organisations whose primary purposes are social” [Young Foundation (2006). *Social Innovation: What is it, why it matters. How it can be accelerated*. London: Basingtoke Press]. In simpler and more direct terms: new ideas that work socially.

Social innovation is the central pillar of a model which aims to balance sustainability and competitiveness. Innovation without bearing in mind society produces undesired results which we see on a daily basis: a lack of synchronicity between what's local and what's global, the destruction of the environment, social disintegration, demographic contradictions, immigration, the economic crisis, precarious jobs and unemployment, global non-governance, ethnic-religious conflicts, problems with personal identity, a loss of personal autonomy, etc.

Social innovation is linked to improving the capacity of individuals, organisations and institutions to resolve existing problems and prepare to address future ones.

The wager on R&D+I in the area of social innovation represents an attempt to understand social changes, anticipate future scenarios and develop projects which favour a more intelligent, more intelligible and more humane world order.

This focus area is dedicated to researching and developing social proposals for the problems (ecological, demographic, economic, political, cultural, etc.) that have accompanied the scientific and technical innovations developed over the last decades.

Concretely, we could say that social innovation encompasses all those ideas and initiatives aimed mainly at addressing cultural and social challenges: sustainability, mobility, territory and housing, migration, humanitarian aid and cooperation, social services, social exclusion, infancy, handicaps, family, aging, youth and sexual equality, health, the economy, management and competitiveness; employment, learning; education and learning; politics, governance and participation; inter-culturalism; and culture, entertainment, tourism and sports.

To provide value to the topics included in this focus area, our universities have specific research groups whose work aims to: analyse social reality, diagnose existing needs, observe social trends, identify good practices, propose alternative concepts and models to the problems considered and integrate social innovation and the scientific-technological paradigm.

This aggregation will allow us to create interactive learning spaces in which to resolve the problems mentioned in an on-going process of research, application, exchange, search, and generation of knowledge. It is a project to share, exchange and transfer knowledge and best practices between the aggregated universities' research groups and between the latter and the social agents involved in the social change.

FA.2 MANAGEMENT AND SOCIAL RESPONSIBILITY

The business community has undoubtedly changed significantly over the last few decades. When attempting to define this transformation, the concept generally used is that of *business innovation*. The latter implies innovating in terms of management, adopting a clear market orientation and improving productive processes, strategic plans and the situation of those working for the organisation.

In our country and in Europe, in general, the focus is on innovating and developing new business models which contribute to improve the organisations and their relationship with the societies in which they operate. This implies educating leaders who transform organisations into true motors for economic and social development, with a clear commitment to sustainability and establishing management models which encourage transparency and good governance.

Our task in this context, as executive education centres, is to offer knowledge about the most advanced management and administration theories and practices and instil a clear vocation to innovation, social commitment and sustainability.

The new business model bases its growth on innovation and research. We have to provide new ideas to strengthen our position in the international context. For this we need to wager on, provide incentives to and motivate entrepreneurs, promote the transformation of more classic models, integrate international collaboration as one more pillar in the system and improve governance, socio-economic and political mechanisms.

In this second *focus area* (FA.2) we are committed to working in areas such as promoting and strengthening an international business network (regulating the legal norms for collaboration between companies and their internationalisation), establishing ethical standards for this new business model, providing resources to launch new firms and encourage an entrepreneurial spirit, and promoting policies to ensure the full integration of minorities.

FA.3 EDUCATION: INNOVATION, COMPETENCIES AND VALUES

The educational system has historically been one of society's fundamental pillars, preparing citizens for the future and being a part of their lives for an extended period of time. Schools, universities, secondary schools and similar institutions are, without doubt, the greatest path to progress and, at the same time, the best channel to spread knowledge. The greatest challenge faced by the educational system is adapting to changes in society.

Currently, we are traversing a period of change in which the educational system has transformed itself in accordance with the new social model. Governments and the educational institutions themselves are working to redefine the educational system, with a new networked understanding of co-responsibility amongst formal, non-formal and informal educational subsystems, both inter-professional and inter-industry, and with an unlimited focus on learning both in time (Life-Long Learning) and space (Ubiquitous Learning Environments). Our role as universities and R&D+I centres is to participate and provide value to this critical and in-depth redefinition of education and the associated new systems, resources and organisational models.

We could highlight the following fields of action for this third focus area (FA.3) as examples: adapting the educational system to the real needs of today's society, defining new roles for the system's active agents, with the student as the primary and central agent in the educational process, converting the classic scenario in which the professor teaches students to a model in which the student learns, supporting the new model with new technological as well as pedagogical tools which encourage learning and promote a socio-collaborative setting in this area.

Our three universities are actively taking part in this renewal, with recognised research groups centred on educational innovation and leadership. The groups providing value to this field focus their activities on, for example, facilitating and promoting education in multicultural and complex settings, incorporating new information and communications technology into the new educational settings, implementing new transformational leadership models in education via networks of socio-educational co-responsibility, developing smart self-learning and tutoring systems to encourage learning and defining organisational models in which care is given to the role of ethics in education.

FA.4 HEALTH AND BIOSCIENCES

One of the greatest concerns found in governments today is being able to ensure maximum well-being for their citizens. Of all the factors which help achieve this wellbeing, without doubt, health and the healthcare system are the most important. Citizens demand a system which provides top-level service in which both healthcare professionals and organisations stand out for their excellence.

Science and medicine have evolved exponentially in the last few decades, discovering new drugs and treatments for ailments which had previously been considered untreatable. Genetics and the study of the human genome have allowed for data to be gathered to help us to understand and diagnose complex and, potentially, even fatal diseases. In addition to this dizzying advance and success, we need professionals with different profiles and multidisciplinary teams. This need has been understood by our universities. Proof of this is the priority we have given to R&D+I in this field, our fourth focus area (FA.4).

Research in the health field has primarily focused on developing solutions to be able to prevent and better cure more diseases. This has been based on advances in medicine but also in biology, biochemistry, engineering and psychology.

Our research groups explore these fields, and the diversity of the actions carried out makes manifest the fact that we are faced by one of the most heterogeneous and multidisciplinary fields. In effect, the wealth of applications is broad, and we are working towards the early detection of ailments, the use of new technologies as support for health professionals' decision-making processes and clinical data management, telemedicine, and customised assistance for patients with reduced mobility, the development of drugs to improve the treatment of illnesses, psychological treatment for behavioural problems, and providing support to individuals suffering from problems of social integration.

FA.5 ENERGY AND SUSTAINABILITY

This last focus area (FA.5) encompasses all those actions aimed at resolving one of the greatest challenges faced by our society: the exponential increase in energy consumption.

The growing population and industrial development have led modern societies to what is known as the energy crisis. Excessive consumption has accelerated the deterioration of our planet with a severe impact on the environment and the weather. All industrialised countries have enacted policies and reached agreements to improve energy savings, draft action plans which encourage research, for example, on renewable energy sources, and motivate consumers to reduce their demand.

In line with trends amongst global leaders, there are diverse research groups at our three universities which focus their R&D+I endeavours on developing technology or market models to achieve energy solutions at the economic, environmental and socially sustainable levels. Projects are all underway at UD, UPCO and URL to provide solutions to problems associated to mass energy consumption.

The primary objective of our groups working in this field is to provide solutions to define and develop an energy system capable of meeting society's needs while respecting the environment and biodiversity. Our research activity in this sense provides alternatives to the classic energy system (renewable energy systems) as well as systems to manage electrical demand (smart management systems which optimise consumption in both homes and the workplace).

Amongst the different research lines undertaken, worth noting are environmental protection, the development, implementation and improvement of new energy sources, mechanisms to manage and plan the use of resources, an orientation towards self-sustaining and sustainable industry and construction, and preventing and treating the impact of climate change.

Motives: demand and capacity

In this section we describe how we have chosen these thematic areas of specialisation, remembering that these *focus areas* have been selected in terms of their application and the social challenges they represent.

As discussed above, the choice of *focus areas* was carried out after analysing two realities: social demand and ACM 2015's research capacity.

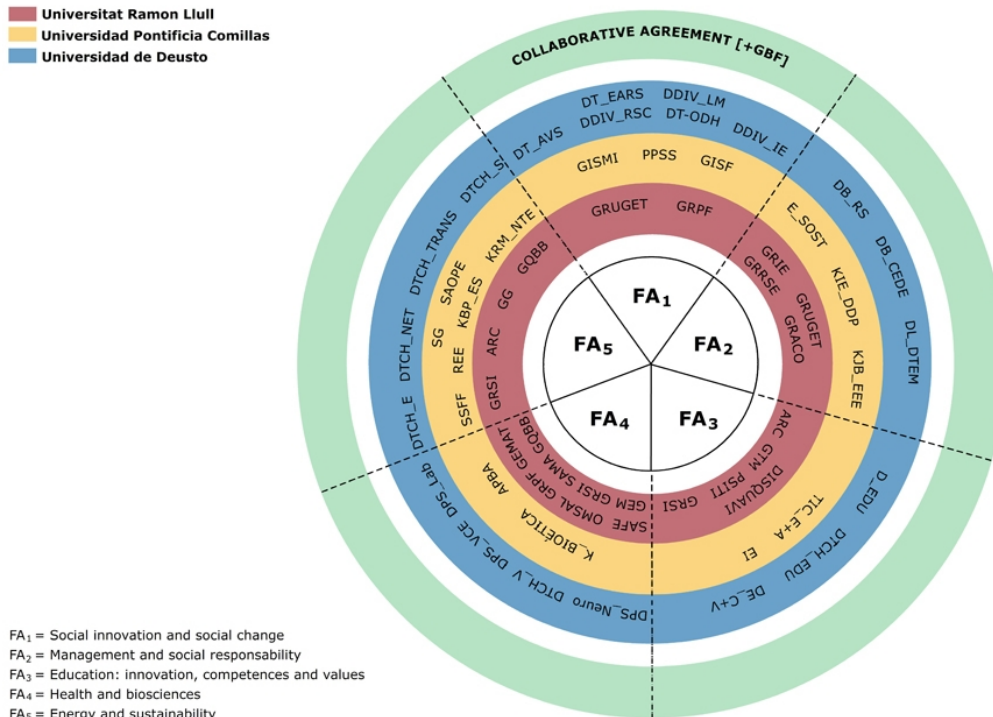
To be able to understand the existing social demand, we have analysed diverse independent national and international studies dedicated to documenting the current needs and deficiencies of contemporary society. Included amongst the sources consulted are the 2008-2011 National Plan on Scientific Research, Development and Technological Innovation (MICINN), the framework programme to obtain financing from the European Commission (FP7) and recent studies by the OECD. This analysis has enabled us to prioritise social areas requiring innovation and to which provide value. Aristos Campus Mundus 2015 responds to demonstrated social demands, focusing and giving priority to our R&D+I in said fields or *focus areas*.

Second, we have also taken into consideration the prior experience of our research groups with accredited excellence at all three universities. We have also considered their area of scientific endeavour and, especially, their experience in applying solutions to resolve problems. This analysis has enabled us to detect those *focus areas* in which we have a greater capacity to provide value in terms of R&D+I.

The five *focus areas* selected were determined by comparing the research groups' experience with the social demand detected. These *focus areas* are, in fact, fields of application for our research. Worth noting is that each focus area represents a challenge that encompasses other challenges, and, as such, each focus area includes different fields of action. In the tables below we detail the consolidated research groups at the three universities with an impact on the five *focus areas*, briefly describing each group's experience in the respective area.

The following figure represents each university's research groups and the *focus areas* in which they participate the most. It serves as a map in which the research groups can be in one or more focus area according to their experience. Concretely, a different coloured ring is used for each of the aggregated universities. Their corresponding research groups are listed by acronym in each relevant Focus Area (FA).

■ Universitat Ramon Llull
■ Universidad Pontificia Comillas
■ Universidad de Deusto



Map indicating the consolidated research groups based on the FA on which they will have an impact

In the previous figure, we also include a representative illustration of the research activity to be carried out as a result of the agreement with US universities (Georgetown, Boston College and Fordham). The actions stemming from this agreement [GBF+] will address each of the five *focus areas* with greater or lesser intensity.

Below we present a table specifically detailing the research groups for each related focus area along with a brief description of each group's relevant experience in that focus area. We also detail the primary fields of action for each focus area.



Focus area: Social Innovation and Social Change

	University	Research Group	Group's Experience in this Focus Area
New types of communities, social networks and social laboratories	URL	GRACO , Research Group for Organisational Learning and Knowledge	One of this group's areas of research is inter-organisational relationships and social networks.
	UD	DT-AVS , DEUSTO TRENDS - Analysis of Social Values	Experience in the field of social transformations based on changes in values.
Multiculturalism and minority identities	UD	DDIV-RSC , DEUSTO DIVERSITAS - Social and Cultural Challenges in a Changing World	Some of its lines of research are cultural transformation, identities and our society's borders.
Immigration and social cohesion	UPCO	GISMI , Migration Studies Institute - Research Group on Migrations	This group's curriculum spans nearly 20 years of research on migrations in Spain and their economic, social and legal aspects, with an abundance of competitive and contracted research projects.
	UD	DDIV-RSC , DEUSTO DIVERSITAS - Social and Cultural Challenges in a Changing World	This group works in the field of social challenges faced currently by society.
Innovation in emergent sectors: entertainment, culture and trade	UD	DT-ODH , DEUSTO TRENDS - Entertainment and Human Development	Research on entertainment experiences and lifestyles of both individuals and groups; the concept, nature and size of the entertainment phenomenon; entertainment areas: culture, tourism, sports and recreation.
	URL	GRUGET , Research Group in Tourism Management	This group studies how to encourage the exchange between participating agents with a vocation for innovation and internationalisation. It carries out studies on social marketing, innovation and quality management.
	URL	GRIES , Research Group in Sports and Society Innovation	Group centred on the field of physical activity and sports in the social context, it analyses less observed and more novel sporting phenomena in Spain and Western Europe. It aims to understand the sporting phenomenon, its past, its current and future impact.
	URL	GLICP , Research Group in Leadership and Innovation in Public Management	This group has experience in researching institutional development processes and the interconnection between the public sector, the for-profit private sector and the third sector.
	UPCO	PPSS , Social Problems and Social Policies	Group specialising in social exclusion, poverty and the social policies designed to respond to these.
International and diplomatic relations	UD	DDIV-RSC , DEUSTO DIVERSITAS - Social and Cultural Challenges in a Changing World	This group's field of action is research on migrations, human rights, humanitarian action, peace and conflicts, cultural transformations, identities and borders.
Volunteerism and humanitarian actions	UD	DDIV-RSC , DEUSTO DIVERSITAS - Social and Cultural Challenges in a Changing World	Experience in humanitarian aid projects and areas in conflict.
Migration and human rights	UD	DDIV-RSC , DEUSTO DIVERSITAS - Social and Cultural Challenges in a Changing World	Two of its fields of action are research on migrations and human rights.
European integration	UD	DDIV-IE , DEUSTO DIVERSITAS - European Integration	Studies the process of European construction from the political, economic, social and cultural points of view
Social values and ethics	UD	DT-AVS , DEUSTO TRENDS - Analysis of Social Values	This group focuses its research activity on values in terms of: work, family, politics, religion, post-materialism, identities and tolerance.
	UD	DT-EARS , DEUSTO TRENDS - Ethics Applied to Social Reality	This group has experience in research related to ethics as applied to social reality, politics and organisations.
Languages	UD	DDIV-LM , DEUSTO DIVERSITAS LinguaMedia	A multidisciplinary team focused on the study of languages: experimental phonetics, multilingual linguistic bodies, digital preservation of linguistic data and linguistic variety and contact
Family: psychological, educational and social concerns	URL	GRPF , Research Group in Couples and the Family	This group is organised into different lines of research such as couples' relationships, the impact of divorce, violence in the home, migration and addictions. It is associated to RedIF, the Family Institute European Network.
	UPCO	GISF , Family Institute - Family Research Group	For more than 25 years this group has been dedicated to studying family realities and the changes occurring, all from psychological, educational, legal and social points of view and with an abundance of competitive and contracted research projects.



Focus area : Management and Social Responsibility

	University	Research Group	Group's Experience in this Focus Area
New proposals to improve governance, socio-economic and political systems	URL	GRUGET , Research Group in Tourism Management	The objective of this group is to generate knowledge in the field of sustainable business and tourism business management and to encourage the exchange between all the agents that participate, adopting a strong, innovative and internationalist focus.
	UD	DB-RS , DEUSTO BUSINESS Social Responsibility	Team centred on analysing and studying social responsibility in the development of business and organisational activities
	URL	GRRSE , Research Group in Corporate Social Responsibility	This group carries out studies on corporate social responsibility leadership.
	URL	GRIES , Research Group in Sports and Society Innovation	This group carries out studies on public organisation management, governance models for policy implementation and the provision of public services.
	UPCO	E-SOST , Companies, Economy and Sustainability	The group's experience is based on: sustainable management of the value chain, the analysis of business plans and policies orientated towards guaranteeing sustainability, market incentives for sustainability (consumption and investment) and incentives beyond the market (public policies and regulations).
	UPCO	KIE-DDP , Chair in Business Internationalisation, Diversity and Professional Development	This Chair focuses on studying all that related to transnational business culture and location, mobility and human development within firms.
Regulation of ethics, the economy and communications in the new societal model	UPCO	KJB-EEE , Javier Benjumea Chair in Economic and Business Ethics	Studies topics related to Business Ethics, Corporate Social Responsibility (CSR) and Business Citizenship, all within the context of the global economy
	UD	DB-RS , DEUSTO BUSINESS - Social Responsibility	Team centred on analysing and studying social responsibility in the development of business and organisational activities
New means of innovation and knowledge management	URL	GRACO , Research Group for Organisational Learning and Knowledge	This group analyses how knowledge is created in organisations and how innovation processes and organisational change occur.
	UD	DB-CEDE , DEUSTO BUSINESS - Business Competitiveness and Economic Development	Centres its activity on analysing the structural factors which condition competitiveness, and the behaviours and policies which support the latter (innovation, entrepreneurial capacity, and business clusters, networks and groups).
Promoting the culture of cooperation and global competitiveness	UPCO	KIE-DDP , Chair in Business Internationalisation, Diversity and Professional Development	This Chair focuses on studying all that related to transnational business culture and location, mobility and human development within firms.
	UD	DB-CEDE , DEUSTO BUSINESS - Business Competitiveness and Economic Development	Centres its activity on analysing the structural factors which condition competitiveness, and the behaviours and policies which support the latter (innovation, entrepreneurial capacity, and business clusters, networks and groups)
Promoting the launch of new firms and instilling an entrepreneurial spirit	URL	GRIE , Research Group in Entrepreneurship	Aims to promote the creation of sustainable and innovative firms over the long term; investigates entrepreneurialism and creativity within the firm as well as its growth, internationalisation, strategic alliances and financing
	UD	DB-CEDE , DEUSTO BUSINESS - Business Competitiveness and Economic Development	Centres its activity on analysing the structural factors such as innovation, entrepreneurial capacity, and business clusters, networks and groups.
Business competitiveness and economic development	UD	DB-CEDE , DEUSTO BUSINESS - Business Competitiveness and Economic Development	Analysis of the structural factors that condition competitiveness, behaviours and the policies that support them
Social Responsibility	UD	DB-RS , DEUSTO BUSINESS - Social Responsibility	Team centred on analysing and studying social responsibility in the development of business and organisational activities
Transnational, business and market law	UD	DL-DTEM , DEUSTO LEX - Transnational, Business and Market Law	This group carries out research on the relation between market internationalisation and Business Law in international and transnational settings.



Focus area: Education: Innovation, Competencies and Values

	University	Research Group	Group's Experience in this Focus Area
Education in multicultural and complex settings	URL	ARC , Computer Architecture and Representation	Participates in R&D projects to design and develop environments for collaborative learning
Development of new learning systems	UD	D-EDU , DEUSTO - EDU INNOVA.	Group with experience in managing educational centres, managing and evaluating organisations and services, and improving teaching and learning in educational processes
Incorporation of ICTs in education: from distance learning to ICTs in the classroom	UD	DTCH-EDU , DEUSTOTECH - Educat	Group that develops projects such as its <i>Aula TIC</i> ("ICTs Classroom") and activities such as remote labs and cognitive experiments
	UPCO	TIC-E+A , Application of Information and Communications Technologies (ICTs) to teaching-learning processes	Group which researches the use of ICTs in education, bearing in mind the possible contributions from the education field to improve teaching in an increasingly technological and multicultural society
	URL	GTM , Media Technologies Group	This group develops accessible and highly usable human-machinery interfaces aimed at facilitating long-distance learning.
	URL	ARC , Computer Architecture and Representation	Participates in R&D projects to design and develop environments for collaborative learning
	URL	PSITIC , Social Pedagogy and ICTs Group	Researches the new educational challenges in the 21st century, known internationally as the "Life-Long Learning" and "Ubiquitous Learning Society" paradigms.
Smart self-learning and tutoring systems	URL	GRSI , Research Group in Intelligent Systems	Experience in smart tutoring systems to support and continuously track learning processes
Adapting educational programmes to EHEA standards	UD	D-EDU , DEUSTO - EDU INNOVA	This group has experience in managing educational centres and in teaching excellence.
	URL	GRSI , Research Group in Intelligent Systems	Application of Artificial Intelligence techniques to classify and identify skills
	UPCO	DADE_EEES , Teaching Group for the Business Administration and Management Group in Light of the EHEA	This multidisciplinary group studies how competencies for this degree are planned, developed and evaluated; the problems of transitioning from secondary to higher education in terms of skill development as well as the quality of new teaching methodology implementation.
Support tools for intellectual handicaps	URL	DISQUAVI , Research Group in Handicaps and Quality of Life: Educational Aspects	This group works to promote the quality of life of people with intellectual disabilities and their families.
New challenges in 21st century education - redefinition and conceptualisation of the educational system: focusing on group learning	UD	DTCH-EDU , DEUSTOTECH - Educat	Group with experience in designing games to teach and socialise with respect to technological knowledge
	URL	PSITIC , Pedagogy and ICTs	Researches the new educational challenges in the 21st century, known internationally as the "Life-Long Learning" and "Ubiquitous Learning Society" paradigms
	UPCO	EI , Internationalist Education	Globalisation and education, comparative and international education systems, and educational process quality from an international perspective
Teaching and learning competencies and values	UD	DE-C+V , DEUSTO EDU Competencies+Values	This group carries out research on the teaching-learning model in terms of competencies and values, adopting a multidisciplinary approach to values.
Innovation and evaluations in higher education	UD	D-EDU , DEUSTO - EDU INNOVA	Educational centre management



Focus area : Health and Biosciences

	University	Research Group	Group's Experience in this Focus Area
Aliment prevention, diagnosis and treatment; pharmacology	URL	GEM , Molecular Engineering Group	This group carries out projects within fields such as biomedicine, medical chemistry and photobiology and it has experience in developing drugs for photodynamic cancer therapies.
	URL	GRSI , Research Group in Smart Systems	Experience in the use of clinical data, especially in breast cancer and melanoma fields
	URL	GEMAT , Materials Engineering Group	Worth noting is its experience in developing functional polymers for drug delivery, obtaining bio-functional surfaces, superficial modification of particles and obtaining hybrid materials for cellular growth and differentiation, combining both superficial modification as well as the development of polymer materials.
	URL	GQBB , Biochemistry and Biotechnology Group	This group stands out for its experience in the identification and molecular analysis of proteins and enzymes for therapeutic targeting.
ICTs and health: telemedicine, tele-assistance and technology for the neediest and/or handicapped individuals	UD	DTCH-V , DEUSTOTECH - Life	Special experience in developing software to support diagnosis, tele-assistance, computer games for health, E-inclusion of people with disabilities and independent living
	URL	GTM , Media Technologies Group	Experience in technological areas related to speech, vision by computer and digital processing to develop human-machine interfaces to help people with different hearing and/or visual deficiencies
Food safety and the study of food quality	URL	SAMA , Food and Environmental Safety Group	This group is dedicated to studying organic contaminants in food and environmental matrices of interest. It primarily analyses the presence of these contaminants in the environment and in food, as well as their evolution and possible elimination.
Promoting healthy habits	URL	SAFE , Health, Physical Activity and Sports	This group has experience in studying physical exercise and health. It examines the effect of sports on people of all ages with active and inactive illnesses and with or without disabilities. It strives to find ways to promote healthy habits by playing sports to avoid pathologies and improve current ailments.
Psychology: mental health prevention and promotion	UD	DPS-VCE , DEUSTOPSICO - Cognitive Vulnerability and Stress	This group studies the moderating role cognitive styles have on the symptoms of stress and psychological maladjustment (anxiety, depression, violent behaviour, etc.).
	UD	DPS-Lab , DEUSTOPSICO Labpsico	Group specialising in studying mechanisms through which people discover causal relationships in their environments
	UD	DPS-Neuro , DEUSTOPSICO Neurocognition in Psychosis and Schizophrenia	Group focused on researching the diagnosis and treatment of psychosis and schizophrenia
	UPCO	APBA , Advances in Basic and Applied Psychology	Group with ample experience and a long research tradition in the area of preventing addictions, interventions and mental health
	URL	COMSAL , Communications and Health Group	This group's area of expertise is mental health. It is concretely interested in promoting health, professional identity and carrying out healthy professional activities.
	URL	GRPF , Research Group in Couples and the Family	This group is organised into different lines of research such as couples' relationships, the impact of divorce, violence in the home, migration and addictions. It is associated to RedIF, the Family Institute European Network.
Bioethics	UPCO	K-Bioética , Chair in Bioethics	Studies and tracks ethics in the biosciences and biotechnology fields
	URL	IBB-Bioética , Borja Institute of Bioethics - Bioethics Group	This group carries out its activity in a multidisciplinary environment, between life sciences and humanities, reflecting on and carrying out ethical analyses of subjects derived from biomedicine and biosciences and their repercussions on society.



Focus area : Energy and Sustainability

	University	Research Group	Group's Experience in this Focus Area
Economic, environmental, and socially sustainable energy solutions	UD	DTCH-E, DEUSTOTECH Energy	Experience in advance maintenance of electrical grids, designing smart electrical grids, waste energy analyses and energy and automobiles
	UPCO	SSFF, Railway Systems	Fields of action: energy efficiency, economic driving, traffic and infrastructure optimisation
Renewable resource management and planning	UD	DTCH-E, DEUSTOTECH - Energy	Smart electrical grid management.
	UPCO	REE, Energy Regulations and Economics	Experience in regulating infrastructures, designing markets and defining rates.
	UPCO	KBP-ES, BP Chair in Energy and Sustainability, C-E.	Evaluation and design of sustainable energy policies and development of sustainable energy indicators.
	UPCO	KRM-NTE, Rafael Marifo de Nuevas Chair in Energy Technologies.	This Chair contributes to the technological development of the energy industry through its research and serving as a meeting point between industry companies, universities and social institutions.
Demand management, market models, energy regulation and economics	UD	DTCH-E, DEUSTOTECH - Energy	Experience in managing and planning energy consumption.
	UPCO	SG, Smart Grids	Its research activity is based on the area of distributed energy generation, the integration of renewable energy sources and the design and implementation of electrical vehicles.
	UPCO	SAOPE, Energy Operations and Planning Support Systems	A group dedicated to researching market models, supply strategies and facilities diagnosis and maintenance.
	UPCO	REE, Energy Regulations and Economics	Experience in regulating infrastructures, designing markets and defining rates.
	URL	GRSI, Smart Systems Group	Experience in active demand management.
Orientation to industry and construction adapted to new social and environmental needs	URL	ARC, Computer Architecture and Representation	This group's activity centres on building information modelling, modular construction and industrialisation, and product modelling.
Prevent and treat climate change and its impact	URL	GG, Ebre Observatory - Geophysics Group	This is a pioneering research centre in the entire country, recognised internationally in some geophysics disciplines dedicated to understanding the internal structures of volcanoes and the ionosphere. The group focuses on studying the Earth and global climate change.
Environmental intelligence	UD	DTCH-NET, DEUSTOTECH Internet.	It researches environment-assisted life, service infrastructures for the future internet, context-sensitive services, middleware for smart environments, the internet of things and smart monitoring.
Transportation and mobility	UD	DTCH-TRANS, DEUSTOTECH - Transport	This group's primary lines of actions are: wireless connectivity in vehicles, smart transport services, traceability and merchandise distribution.
Production optimisation	UD	DTCH-S, DEUSTOTECH - Security	Fields of experience: Data security, production optimisation , applied computational intelligence.
	URL	GQBB, Biochemistry and Biotechnology Group	Group with experience in designing and applying enzymes in biocatalysis and biotechnology with microorganisms (protein production and metabolic engineering)

As evident in the previous map of research groups, the collaborative agreement with Georgetown, Boston College and Fordham universities will enable us to strengthen the R&D+I activity carried out through ACM 2015 in the *focus areas* identified. This agreement will allow the six participating universities to share their experiences, knowledge and strategic objectives. In essence, the agreement will allow us to exploit the power of aggregation of the three Spanish universities in the international context.



As a result of this aggregation, the primary goals are to:

- Strengthen the presence of the three aggregated Spanish universities via ACM 2015 on the international stage.
- Encourage the mobility of our researchers and favour the creation of multidisciplinary and heterogeneous teams.
- Apply ACM 2015 research activities to a more global context in which social challenges may be more complex and diverse.
- Develop a greater critical mass to add value to the excellence of our R&D+I in the *focus areas*, improve scientifically and optimise the impact of initiatives to transfer our results.

Concretely, we have identified several sub-fields or research topics in the map of five *focus areas* in which collaboration between ACM 2015 and the three North American universities could be more intense. For example, possible collaborative efforts could be carried out in Education and Psychology or in Social Responsibility and Sustainability. Each research topic is included under the umbrella of one of the five *focus areas* on which the integral R&D+I plan proposed in ACM 2015 pivots.

Thus far, after signing the agreement, we have begun to define the content of this collaboration and provide a description for each topic. The specific actions will be defined over the next few months.

II. JOINT COLLABORATION PLAN

Summary

The Joint Collaboration Plan corresponding to the Focus Areas, Scientific Improvement and Transferal encompasses three broad objectives consisting of 6 projects and a total of 22 actions.

It is important to point out that all the objectives proposed for this area, their development based on projects and the specific actions for the latter have to all be seen from the point of view of the thematic specialisation described in the previous section.

The three objectives defined here span the majority of the R&D+I chain. They aim to have an impact on the research and transferal processes through joint projects to develop our research efforts better and further, improve transferal mechanisms based on collaboration, and ensure that the three universities' science and technology, business and innovation parks are on line. In fact, amongst the different projects we would highlight the following:

- ▶ Creation of Distributed Research Centres (DRCs) to coordinate the three universities' diverse teams of excellence and to serve as managerial entities for the various *focus areas*.
- ▶ Definition of strategic alliances with other prestigious universities to develop joint research projects.
- ▶ Coordination of the different universities' transferal processes, their link to the *focus areas* and the development of a joint transferal catalogue and transferal systems based on the single window concept.
- ▶ Creation of an online science and technology, business and innovation E-Park to serve as the virtual headquarters for the Distributed Research Centres, the place from which to implement transferal processes based on the single window concept and the platform that will support the different universities' park services.

The aim of all these projects is to improve the three universities' scientific potential, capitalising on the benefits of aggregation and contributing to both scientific development as well as social capitalisation based on transferal, all from the perspective of thematic specialisation which, in our case, pivots around the focus area concept.



Objective B.1: Coordinate research through Distributed Research Centres (DRCs) to develop the strategic *focus areas*

The Aristós Campus Mundus 2015's first objective in the area of scientific improvement and knowledge transferal implies coordinating the research activities of the three participating universities, the final goal being to develop our research activity indicators in terms of both quality and quantity. By the same token, it aims to provide international projection for the power of this aggregation to improve the impact on talent recruitment processes. This obviously includes collateral objectives derived from improving scientific activity as a whole.

Included amongst the possible coordination mechanisms for this activity, as mentioned above, we have decided to enable this collaboration around the focus area concept in such a way that one of the most suited mechanisms for this is the Distributed Research Centres (DRCs). Each DRC will coordinate the activity of the different research groups participating in individual *focus areas*. The DRCs will be headquartered in the online E-Park which is described in greater detail in Objective 3 below. The DRCs will bring together the different research groups from each of the three universities in this joint project and will be empowered to address the corresponding challenge/problem/application. The aim is to increase our critical mass to be more competitive internationally. The research groups which will initially make up the DRCs are those accredited by an external organisation or agency to the university when applicable. In fact, in Catalonia and in the Basque Country these processes are carried out by the respective autonomous community governments. In terms of UPCO, it has undertaken an internal review and selection of its research groups to find those that have similar characteristics to those of the accredited groups at URL and UD. This

preliminary assignation of groups to *focus areas* and, as such, to DRCs, has been done openly, allowing the possibility of incorporating new groups depending on needs and possibilities as these arise. This coincides with the approach used in developing the *focus areas* themselves (the existence of capacity / the existence of demand).

The DRCs will benefit from international alliances created by this aggregate effort, to such an extent that each will strengthen their collaboration with international universities of reference with which they have already signed agreements and with which they might do so in the future.

Lastly, we also have to measure and evaluate our research groups' activities within the DRCs in the same way that we have to measure and evaluate if the multi-year action plans respond to the initial considerations and objectives set.

The impact and benefits expected for this objective essentially stem from the coordination of the three universities' research activities seen from the point of view of research orientated towards overcoming challenges. These can be summarised as follows:

- ▶ Creation of multidisciplinary DRCs headquartered in the online E-Park.
- ▶ Increase in the research groups' critical mass.
- ▶ Increase in the number of international research-based strategic alliances.
- ▶ Increase the possibility of improving both in terms of research *inputs* (projects, contracts, etc.) as well as *outputs* (publications, patents, etc.).
- ▶ Carry out research activity to transfer.

This objective will consist of the following projects:

Project B.1.1. ACM 2015 DISTRIBUTED RESEARCH CENTRES (DRCs)

This project encompasses all the activities required to define and launch the DRCs to support the strategically chosen *focus areas*. As mentioned above, the DRCs will be headquartered in an online E-Park and will coordinate the different research groups assigned to their corresponding *focus areas*.

The project consists of four specific actions. First, a map will be created of the different research groups for each of the *focus areas*. This will be based on the preliminary work carried out in preparing this current Plan. Second, the different DRCs and their structures will be defined based on the initial idea to define a DRC by focus area. Next, the multi-year action plans will be prepared for each DRC. Last, we will periodically evaluate the possibility of creating interuniversity research groups based on smaller sized groups within the participating universities and their incorporation into one of the DRCs already created.

This project's actions are complemented with those defined in the ACM 2015 A.2.1 project [+GBF] for Field of Action A.



Project B.1.2. ACM 2015 INTERNATIONAL RESEARCH ALLIANCES

This project encompasses actions aimed at strengthening current international alliances with prestigious universities abroad and at exploring the possibilities of broadening them, whether with other universities or with more themes or new universities joining this project during the preparatory phase.

As mentioned in the section describing the specific *focus areas*, several strategic alliances have already been established with diverse prestigious international universities (Georgetown University, Boston College and Fordham University) during the preparatory phase to cooperate on R&D+I. In fact, we have already identified sub-fields (or *research topics*) in the *focus areas* in which this collaboration could be intensified. Based on this initial point, the project aims to define other international alliances. The first actions would imply intense activity at the Plan's outset, moderating towards the end. The project also includes a second phase which encompasses work aimed at strengthening the alliances which are established.

This project's actions are complemented with those defined in the ACM 2015 A.2.1. project [+GBF] for Field of Action A.

Project B.1.3. ACM 2015 SCIENTIFIC EVALUATION

This project encompasses actions aimed at creating a system to evaluate the activity carried out as part of the previous projects. It also contemplates actions aimed at developing environments and processes to share good practices identified at each of the universities.

This project consists of two specific actions. First, we have to identify the evaluation mechanisms for the scientific collaboration in the DRCs and through the international alliances. Second, we will periodically identify good practices to be able to share them through manuals and/or periodic meetings (workshops) between the three universities' different research groups.



Key Indicators for Objective B.1

As discussed previously, the objectives considered in the Joint Collaboration Plan and, as a result, in the corresponding projects, are aimed at essentially building a platform for collaboration between the different participating universities. For this reason, in addition to the classic indicators which serve to measure activities in each area, we have to prepare other *ad hoc* indicators designed to evaluate if the Plan's objectives are successfully achieved. It is clear that the combined actions included in the Joint Collaboration Plan and those in the projects/actions linked to each area in the universities' individual strategic projects will have an effect on the aggregate activity which can be measured by general indicators. A selection of the latter is provided at the end of this document.

The *ad hoc* indicators proposed to monitor this objective within the Joint Collaboration Plan are as follows:

Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind B.1.1	Number of DRCs structured with multi-annual action plans	0	0	3	5	5	5
Ind B.1.2	Number of joint projects between the 3 universities	0	0	2	5	8	10
Ind B.1.3	Number of joint projects with international universities (advanced aggregation)	0	1	4	6	10	12
Ind B.1.4	Number of researchers in research groups linked to the <i>focus areas</i>	830	863	898	934	971	1020
Ind B.1.5	Number of interuniversity research teams	0	0	4	4	8	8
Ind B.1.6	Existence of evaluation mechanisms for joint scientific initiatives	No	No	Yes	Yes	Yes	Yes
Ind B.1.7	Percentage of increase in research results from <i>focus area</i> research groups	upon B.1.6 criteria		+5%	+10%	+15%	+25%

Objective B.2: Consolidate current transferal systems, taking advantage of the power of aggregation

The second objective of the Aristós Campus Mundus 2015 project in the area of scientific improvement and knowledge transferal contemplates the consolidation of the three universities' current transferal systems by taking advantage of the power of aggregation. No one doubts today the need to integrate the transferal of results within the different university missions. In fact, this concern has been the general tonic for the three participating universities since their outset, concretely serving to orientate a good part of their R&D policies. We understand transferal in the broadest sense, far-removed from the traditional interpretation in which universities only transfer technology. We feel that the transferal could and should occur for all the universities' scientific endeavours and in consonance with what society needs. This represents a broad vision which aims to integrate the classic *pull & push* focus though adapting it to the different sectors. For example, what the bio-pharma industry requires of universities is not the same as what the social work and education or law fields need. Universities have to incorporate the transferal needs demanded by society into their functions and adapt these to their scientific capacities. Bearing in mind the research groups' different levels of involvement and coordinating the various actors' roles and responsibilities are crucial. We believe that the three participating universities apply these principles of orientation to their activities, and, up to the present, they have done so in terms of their individual capacities, giving priority to their respective local societies. Coordinating the three universities' transferal policies and activities will allow us to better and more broadly address the needs of society, concretely, the socio-economic areas of Madrid, Catalonia and the Basque Country and their broad areas of influence. Coordinating transferal activities, preparing a joint catalogue and implementing single window processes will imply an important advance, allowing us to assume better and more transferal projects whether at the local or international levels (with special attention to the EU Framework Programme for Research in the last respect). To achieve this objective, we believe the online E-Park will prove to be a useful tool.

The impact and benefits we expect from this objective essentially stem from coordinating the three universities' transferal activities. All three have very similar objectives which can be summarised as follows:

- ▶ Develop a transferal catalogue and single window process.
- ▶ Foment the possibility of assuming larger and higher quality projects with greater social impact.
- ▶ Maximise the impact of transferal processes while bearing in mind *pull & push* initiatives.
- ▶ Address transferal processes in areas of knowledge with little activity traditionally.
- ▶ Address activity internationalisation processes, especially at the European level by participating in the EU's Framework Programme for research.

This objective consists of a single project which is described below.

Project B.2.1. ACM TRANSFERAL

This project encompasses the series of actions defined to successfully coordinate the three universities' transferal activities to thus be able to address better and more transferal processes.

Four actions will be carried out for this project. First, a joint transferal catalogue shall be prepared detailing each university's scientific and organizational capacities and at the aggregate level between the three. While this action must be carried out throughout the entire project, it will be especially intense the first year. Based on the above, multi-annual transferal plans will be prepared at the aggregate level. We shall also define and implement the evaluation mechanisms to be used. It is especially important to be able to measure this transferal activity in order to be able to evaluate the increase in quality and quantity before and after the aggregation. The second and last action foresees implementing single window mechanisms through the E-Park which is described in the section dedicated to this last objective below.

Key Indicators for Objective B.2

The *ad hoc* indicators proposed to monitor this objective within the Joint Collaboration Plan are as follows:

Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind B.2.1	Existence of a single window for research results transfer (in the e-Park)	No	No	Yes	Yes	Yes	Yes
Ind B.2.2	Existence of a joint research results catalogue (in the e-Park)	No	No	Yes	Yes	Yes	Yes
Ind B.2.3	Number of research transfer actions enacted through the single window	0	0	20	30	45	60
Ind B.2.4	Existence of evaluation mechanisms for research results transfer activities stemming from the Aggregation	No	No	No	Yes	Yes	Yes

Objective B.3: Foment new transferal structures based on science and technology, business and innovation parks

The third objective of the Aristós Campus Mundus 2015 project in the thematic area of scientific improvement and transferal is to foment transferal structures through science and technology, business and innovation parks. Over the last few years, these parks have assumed an important role in transferring research results as they represent a natural meeting point for the different R&D+I agents. Amongst other possible options, ACM 2015 takes advantage of the participating universities' prior experience, especially URL's in terms of business and innovation parks with a clear connection to university research groups. It is important to consider the need to link parks to transferal processes, implying university groups, university Research and Technology Transfer Offices, companies, and public and private innovation agents. Universities are an excellent meeting point for all, and parks are the ideal scenario.

In reality, this objective informally includes two sub-objectives developed by two corresponding projects. First, we aim to create a network of the three universities' parks. Initially, this aggregated network will consist of La Salle's Tecnova and ESADE Creapolis (both belonging to URL), while adding the experience of DeustoKabi (UD). It would be open to any new initiatives proposed by UD and UPCO. The park network would coordinate the current parks' services and broaden their offering to provide coverage to all three participating university communities and to other agents, especially those associated to this aggregation project. In fact, the aim is to offer network services to a networked community. This makes advancing on telecommunications tools fundamental and an issue which is addressed through the second project, the E-Park. Second, we shall develop the online E-Park with three distinct objectives: (1) serve as the natural space housing the DRCs, (2) the platform tool supporting the transferal website or single window described above, and (3) the space where the park network will centralise and coordinate its activity. The E-Park is essentially a software tool pertaining to the second Internet generation, but here it will function as a full science and technology, business and innovation park though on line. It broadens the park models developed thus far at the three universities and provides a new concept in parks by means of the online platform.

The impacts and benefits expected from this objective have been essentially described above and can be summarised as follows:

- ▶ Share experiences amongst the current parks, broaden their offering and create a much larger community consisting primarily of the participating universities and associated participants.
- ▶ Encompass the different park facets, from the classic science and technology park to business and innovation parks. Our park will thus be a science and technology, business and innovation park.
- ▶ Link transferal processes to the parks, the natural meeting point between the different R&D+I agents.
- ▶ Implement a new concept in online parks based on current physical park models and which develops different tools to support the majority of objectives in this area.
- ▶ Address transferal and innovation with greater guarantees for success in a competitive international environment thanks to aggregation.

This objective will be developed based on the following projects:

Project B.3.1. ACM PARK NETWORK

As described above, this project will coordinate the current parks' service portfolio, broadening and offering it to the entire community in this aggregation.

This project consists of three distinct actions. First, we shall draft a map of the current parks and the services they provide. Second, the joint offering of services will be coordinated. And, third, the coordinated joint service portfolio will be communicated to all interested agents and especially to those in the aggregation. The first action will be carried out exclusively during 2010, while the second two will be performed throughout the Plan's entire lifespan.

Project B.3.2. ACM E-PARK

This project aims to develop the E-Park concept as defined in the objective description above. The E-Park will be the online tool which will enable us to coordinate, cooperate and inform about the majority of activities carried out in this area.

The project consists of seven distinct actions. An initial group of two actions foresees defining and developing the software tool required. It is important to note that, in addition to its implementation, action ACM B.3.2.b includes maintaining and updating the tool throughout the entire Plan. A second group of actions affects three fundamental aspects of the E-Park: (1) DRCs and, as such, the research groups associated to the different focus groups; (2) the transferal catalogue and, as such, the single window process; and (3) the current services that the physical parks carry out. The last group also includes two actions: the first is aimed at informing about results based on a multilingual publication to communicate them and have an impact on society; the second action serves to communicate with and involve the different agents in the E-Park's development.



Key Indicators for Objective B.3

The *ad hoc* indicators proposed to monitor this objective within the Joint Collaboration Plan are as follows:

Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind B.3.1	Existence of the science-technology, business and innovation e-Park	No	No	Yes	Yes	Yes	Yes
Ind B.3.2	Number of DRCs incorporated within the e-Park	0	0	3	5	5	5
Ind B.3.3	Percentage of park network services incorporated in the e-Park	0	0	5%	15%	30%	50%
Ind B.3.4	On-line entrepreneurship services	No	No	Yes	Yes	Yes	Yes
Ind B.3.5	Number of scientific publication collections, available in several languages	0	0	0	1	2	3

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

UNIVERSITAT RAMON LLULL (URL)

1. Summary

In this section we analyse the link between URL's (Ramon Llull Campus Mundus - RCM) revised Individual Strategic Plan and Field of Action B in the Joint Collaboration Project (Aristós Campus Mundus – ACM 2015) from two different perspectives: (1) the link at the focus area level and (2) the link in terms of the projects/actions designed for scientific improvement and transferal.

Focus areas

In terms of the *focus areas*, we should remember that ACM 2015 defines them from the social challenge and application points of view. URL's Individual Strategic Plan, however, defines them in terms of broad areas of knowledge. The RCM project's strategic *focus areas* were prepared after analysing the scientific capacities of the research groups and the areas in which Universitat Ramon Llull offers university degrees of reference whether locally or internationally. From this analysis, the following strategic *focus areas* were defined:

- a) **Technology:** in the biosciences, engineering and ICT areas;
- b) **Management:** with special emphasis on business internationalisation and innovation, entrepreneurship, corporate social responsibility and technological management; and
- c) **Social Sciences and Humanities:** especially in areas that analyse the agents, structures and processes linked to people and society (psychology, pedagogy, social work and education, law, philosophy, communications, the media and advertising).

An initial group consisting of two of the three strategic *focus areas* (Technology and Management) has registered the greatest activity and growth. This first group also concentrates 72% of all research projects, 99% of financing from European funds, 85% of transferal billing amounts and 70% of ISI-indexed publications. The second group (Social Sciences and Humanities) has also grown though at a slower pace. Historical motives and opportunities have modelled URL's "two-speed" R&D+I activity.

This approach is perfectly suited to the *focus areas* considered by ACM 2015 which is based on *focus areas*. In fact, it should be seen as the intersection between a social challenge vision and a broad area of knowledge. Coordinating RCM and ACM 2015, Universitat Ramon Llull will give special attention to research groups and projects which are suited to its strategic *focus areas* and those that participate in the ACM 2015's Distributed Research Centres (DRCs) and their *focus areas*. It is evident that, without prejudice to the URL's research areas, greater support will be given to those groups belonging to one of the three strategic *focus areas* (especially the first two) and

those taking part at the same time in one of the DRCs managing and coordinating the different *focus areas*.

Link between projects and actions

In terms of the link between actions included in the revised RCM to projects of the new ACM 2015, we shall analyse the primary contributions to each of the objectives included in the ACM 2015. As a general norm, we have used broad criteria for this, incorporating everything which contributes to the ACM 2015's projects. As commented in the General Introduction to this project, the joint project's strength consists of the different parts of the three Individual Strategic Plans which contribute to achieving the Joint Plan's objectives.

Objective B.1: Coordinate research activity through the joint Distributed Research Centres (DRCs) to develop the strategic focus areas

RCM actions linked to this ACM 2015 objective are concentrated in the first two projects (Distributed Research Centres and International Alliances). We have identified the RCM actions that will contribute to build the DRCs as they give priority to the research groups whose activities are aligned with the RCM's strategic *focus areas* and the ACM 2015's *focus areas*. Similarly, priority is given to research groups with a growing critical mass and international projection. Worth noting are RCM actions orientated to increasing both the number of URL staff dedicated to research as well as their dedication to the same. Lastly, RCM actions orientated towards increasing scientific production and participation in research projects with an international component also play an important role.

Objective B.2: Consolidate the current transferal systems, taking advantage of the power of aggregation

RCM actions linked to this ACM 2015 objective are numerous given that the URL's federated structure is similar, one way or another, to the aggregation project and coordinating transferal activities of the three universities. Worth noting amongst these are all that related to coordinating the transferal offering, the actions regarding more and better transferals and the professionalization and specialisation of the different offices to transfer the research results currently produced at URL.

Objective B.3: Foment new transferal structures based on science and technology, business and innovation parks

RCM actions linked to this ACM 2015 objective are much fewer than for the previous objective in that this goal not only encompasses coordinating the different parks but also the creation of an E-Park, a project with an independent identity. We link only one action to the first ACM 2015 project (ACM Park Network) and which consists of coordinating the actions of URL's current parks and those aimed at broadening the offer of current services.



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

In the following table we detail Universitat Ramon Llull's CIE Project actions which are directly linked to the Aristós Campus Mundus Project.

ARISTÓS CAMPUS MUNDUS		RAMON LLULL CAMPUS MUNDUS	
Objective B1: Coordinate research activity through the joint Distributed Research Centres (DRCs) to develop the strategic focus areas		Objective B1: Coordinate research activity through the joint Distributed Research Centres (DRCs) to develop the strategic focus areas	
Project Code	Name and/or Description	Action Code	Name and/or Description
B.1.1 ACM DISTRIBUTED RESEARCH CENTRES (DRCs)	Define and launch the DRCs and respond to the strategic focus areas chosen	B.1.1 RCM	Develop aggregation policies and concentrate research activity in groups of increasing critical mass
		B.2.1. RCM	Promote active policies to hire profiles with scientific experience
		B.2.2 RCM	Increase funds dedicated to intensify academic and research staff's scientific activity
		B.3.1 RCM	Provide incentives to academic and research staff's scientific production, assigning own resources to academic merit and bonuses for productivity. Grant research funds to young professors based on their potential.
B.1.2 ACM INTERNATIONAL RESEARCH ALLIANCES	Strengthen current international alliances with universities of reference and explore the possibilities of expanding these alliances	B.1.2 RCM	Prioritise initiatives with an international component and which include participation in international projects, mobility and carrying out PhDs at foreign universities
		B.5.2 RCM	Foment participation in international initiatives especially the EU's 7th Framework Programme
Objective B2: Consolidate the current transferal systems, taking advantage of the power of aggregation		Objective B2: Consolidate the current transferal systems, taking advantage of the power of aggregation	
Project Code	Name and/or Description	Action Code	Name and/or Description
B.2.1 ACM TRANSFERAL	Coordinate transferal actions amongst the 3 universities to be able to address more and better transferal processes	B.5.1 RCM	Consolidate and broaden the professionalization model and the specialisation of the R&D+I management offices
		B.6.1 RCM	Coordinate the "service portfolio" of the different specialised units and prepare a catalogue of the offering available
		B.6.2 RCM	Promote transferal in sectors with little activity in this area
		B.7.1 RCM	Carry out studies to identify URL's scientific-technological capacities and adapt them to demand
		B.7.2 RCM	Foment participation in greater and longer-lasting projects, with special attention to those co-financed with public funds (CENIT, EU's Framework Programme, etc.)
		B.8.1 RCM	Consolidate the distributed model for transferal structures and evaluation
Objective B3: Foment new transferal structures based on scientific-technological, business and innovation parks		Objective B3: Foment new transferal structures based on scientific-technological, business and innovation parks	
Project Code	Name and/or Description	Action Code	Name and/or Description
B.3.1 ACM PARK NETWORK	Coordinate the current parks' service portfolio, broaden it and offer it to the entire aggregation community	B.8.2 RCM	Consolidate the current coordination model for URL's parks and those of its associated units and broaden the services offered to all URL disciplines



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

For greater brevity and the clarity of this document, here we describe the linked actions by group of actions, following the same structure, in fact, as that used in URL's Individual Strategic Plan presented in the previous CIE call for proposals.

Linked objective	B.1 RCM Consolidate the organisational structure of research based on research groups, concentrating efforts, increasing international visibility and prioritising actions in the selected strategic areas
Linked actions	B.1.1 RCM Develop aggregation and concentration policies for research in groups of growing critical mass and aligned with strategic focus areas
	B.1.2 RCM Prioritise initiatives with an international component and which include participation in international projects, mobility and carrying out PhDs at universities abroad
<p>Over the last few years, URL has implemented an active policy to promote its research activity under the research group organisational concept. This is in keeping with guidelines regarding when a group of researchers has sufficient critical mass, financing and results to be considered a research group as such. One of the challenges presented consists of reinforcing efforts with respect to the strategic areas in order to successfully increase their focus, strengthen their activity and boost their international visibility. We also aim to promote the fusion of similar groups to create aggregations with greater reach and potential.</p> <p>Similarly, URL is undergoing growth with respect to the volume of R&D projects in the international context. The aim is to progressively consolidate the model enacted and extend these good practices to URL as a whole. Our goal is to have an impact on 3 highly interrelated sub-objectives: encourage the mobility of our academic and research staff (as a means to initiate and establish collaborative scientific relationships), foment participation in international projects (especially in the EU's Framework Programmes) and attract international talent. In fact, we see attracting talent as the result of carrying out multiple actions over time, creating a good reputation for the university by means of its scientific output and the surrounding conditions which facilitate R&D+I. The private legal nature of URL and its federated structure permit agile hiring mechanisms for faculty and the possibility of accessing the international job market in search of talent.</p>	



Linked objective	B.2 RCM Increase the number of professors involved in research groups and increase the percentage of time dedicated to research
Linked actions	B.2.1 RCM Promote an active policy of hiring profiles with scientific experience
	B.2.2 RCM Increase the funds dedicated to intensify the academic and research staff's scientific activity
<p>Two factors help contextualise URL's starting point in this area. Firstly, it's worth noting that, up until adapting to EHEA standards, more than half of the URL's federated educational centres only taught first-cycle courses in which the research tradition is not as strong as in other areas. Similarly, the limited availability of funds to finance research in the Spanish context is significant, in particular for a private non-profit university. In this respect, we need to continue to progressively increase the number of active faculty dedicated to research. We aim for this intensification of research activity to clearly contribute to greater scientific productivity. Similarly, we should strive for greater internationalisation of university community members dedicated to R&D+I.</p>	

Linked objective	B.3 RCM Increase the quantity and quality of research inputs (projects, contracts, etc.) and outputs (publications, citations, etc.)
Linked actions	B.3.1 RCM Create incentives for the academic and research staff's scientific production, linking the allotment of our own resources to academic merit and by means of bonuses for productivity. Own funds should be aligned with the external resources obtained.
<p>With respect to research inputs (projects, contracts, etc.), URL is clearly experiencing growth across all indicators. Over the last few years, we have enacted an active policy to structure research based on the project concept and then request funds (internal and external) to develop said projects. This policy has had a positive impact, increasing both the public competitive projects won as well as the number of contracts with private firms. Worth noting are the projects in the international context, especially those developed under the European Framework Programme. In terms of outputs (publications, citations, etc.), URL has also seen a growing trend in terms of quantity and quality. Though figures can be improved in absolute numbers, there has been a clear improvement.</p> <p>In this context, we aim to accent the positive trend registered over the last few years by increasing both the research inputs as well as the quality and quantity of the outputs (publications, citations, etc.) and, especially, their international recognition.</p>	



Linked objective	B.5 RCM Consolidate and professionalise the R&D+I distributed management model, with special attention to European Union's Framework Programme dynamic facilitators
Linked actions	B.5.1 RCM Consolidate and broaden the professionalization and specialisation of R&D+I management offices
	B.5.2 RCM Foment participation in international initiatives especially the EU's 7th Framework Programme
<p>As a result of the URL's federated model and the important role R&D+I management structures have, a distributed management office model has been developed over the last few years which is increasingly professionalised. Based on the pre-existing human resources at the different federated institutions, a central unit has been created to coordinate this area, both in terms of managing research programmes as well as developing the functions of the Research and Technology Transfer Offices and coordinating more complex evaluation structures such as the science and technology parks (Technova La Salle and ESADE Creapolis) and the business springboards.</p> <p>We aim to consolidate this distributed management model for R&D+I offices, increasing their professionalization and specialisation. We aim to contribute to enhance researchers' focus on their areas of specialisation, transferring the weight of managing R&D+I to units specifically dedicated to these tasks. In so doing we expect to maximise the research inputs achieved as well as facilitate an increase in scientific outputs.</p>	
Linked objective	B.6 RCM Have a structured offering available of transferal results
Linked actions	B.6.1 RCM Coordinate the "service portfolio" offered by the different specialised units and create a catalogue of services offered
	B.6.2 RCM Promote transferal in sectors with little activity in this respect
<p>Currently, URL only has a partial and non-structured offering of transferal services available. The set of actions considered for this objective aim to align URL's scientific-technological capacities with current and potential demands from society and the business community. For this, constantly searching for initiatives which can potentially be transferred and updating the offering of transferrable results available are key.</p>	



Linked objective	B.7 RCM Improve the quantity and quality of transferal actions
Linked actions	B.7.1 RCM C B.7.2 RCM Foment participation in larger and longer projects, especially to those co-financed via public funds (CENIT, the EU's Framework Programme, etc.)
<p>Transferal actions in the BIO and ICT area pivot around the URL's 5 TECNIO groups which have been accredited by the Government of Catalonia for the volume and quality of their activity in terms of transferal. In Social Sciences and Management, the three university missions are profoundly intertwined, and the quality of their transferal activities are reflected by the prestige these actions have attained in society and the business community. Given the business community around us, heavily based on SMEs, there is a tendency to carry out smaller and medium-sized projects with shorter lifespans. While not ignoring this activity, we aim to encourage participation in larger and longer-lasting projects with greater geographical reach. We foresee additional effort in extending good transferal practices to university and business sectors with less activity in this respect.</p>	

Linked objective	B.8 RCM Consolidate new transferal structures: technological springboards and science and technology parks
Linked actions	B.8.1 RCM Consolidate the distributed model for transferal structures and evaluation B.8.2 RCM Consolidate the current model to coordinate the URL's parks and associated units and broaden the offering of services to all URL disciplines as a whole
<p>Currently, the URL's two science and technology parks are an innovative means for research groups, technology centres, business R&D+I departments and companies to meet in a setting which maximises possible synergies. The two parks are completely integrated in the surrounding territory with a clear international projection and providing maximum levels of quality and excellence. Both offer a business springboard and space for business incubators. Both parks' springboards are members of the Network of Technological Springboards promoted by the Government of Catalonia – ACC1Ó.</p> <p>Given our accumulated experience, we aim to bolster our activity, broadening the services offered and the structures available for these ends. For this, we will give priority to expanding the surface area and the infrastructures available to the technological springboards and the science and technology parks.</p>	

UNIVERSIDAD DE DEUSTO (UD)

1. Summary

On the following pages we examine how the UD's (Deusto Campus Mundus 2015 – DCM) Individual Strategic Plan is linked to Field of Action B in the Joint Collaboration Project (Aristós Campus Mundus 2015 - ACM). On the one hand, we comment on the connections with the priority *focus areas* set out by this Project and, on the other, we refer to the projects and actions defined for scientific improvement and transferal.

Focus Areas

The *focus areas* established in the ACM have been defined from the perspectives of social innovation, applicability and social transferal. The priority and strategic lines and teams in the UD's Individual Strategic Plan as summarised in its DCM project identify the knowledge areas where the university's teams have achieved an incipient level of recognition and scientific production. These areas are grouped around the Deusto Advanced Research Centre (DARC). The latter is charged with coordinating and fomenting scientific research of excellence in the areas of social innovation with the aim of promoting justice and human development. The areas of knowledge chosen include recognised teams consisting of PhDs and Master's (who have all received honourable mentions) along with research institutes and/or units with different levels of development:

- d) Deusto Tech: Information and Communications Technology applied to people, social organisations and local and global settings: internet, security, energy, life and transport.
- e) Deusto Business: business competitiveness and economic development linked to innovation and organisational management in the knowledge society, as well as social responsibility and ethics in economic-business activities, finance and banking.
- f) Deusto Lex: transnational law with respect to the market and businesses; law and the human genome; the European construction process through cultural diversity, political governance and normative power.
- g) Deusto Psico: experimental psychology, clinical psychology and health, and psychological-educational intervention in social contexts.
- h) Deusto Edu: educational organisations and models based on teaching-learning by competencies and values.
- i) Deusto Diversitas: social and cultural challenges in a changing world (migrations, minorities, humanitarian action, intercultural and interreligious dialogue, Christian religious dimension in the cultural encounter, etc.).
- j) Deusto Trends: the new scenarios for social action: values, politics, intervention and communication, ethics applied to social reality, social values, entertainment, culture and tourism, and cultural transformations in the Basque context.

Behind the seven research development units are 21 priority lines of research and 16 teams recognised by the Basque Government as excellent or consolidated in addition to the emergent teams which will be progressively added to the previous ones.

In a coordinated fashion between DCM and ACM 2015, Universidad de Deusto will especially foment already recognised research teams along with the most promising emergent ones, all in accordance with the priorities established within the framework of DARC's research development units and linked to the Distributed Research Centres (DRCs) within the context of the ACM's *focus areas*.

Link between projects and actions

Here we analyse the link between the revised DCM's actions and the new ACM's projects. We have used broad criteria when determining this link, incorporating everything which one way or another contributes to the ACM 2015's projects.

Objective B.1: Coordinate research activity through the joint Distributed Research Centres (DRCs) to develop the strategic focus areas

A total of fourteen DCM actions are linked to this ACM objective. These actions range from implicit normative renovation and adapting priority and strategic lines to aggregating research development units within the framework of the new Deusto Advanced Research Centre (DARC) and consolidating the recognized teams and their projection towards competitive projects. In this way, Deusto will provide added value to the knowledge aggregation processes within the DRCs.

The creation of the Deusto International Research School (DIRS) represents another contribution to the ACM by consolidating the teams through educational processes pursuing excellence in all research and transferal activities. The aim of all this is to selectively increase, adequately inventory and improve the university's scientific production and its position within the different rankings.

Objective B.2: Consolidate the current transferal systems, taking advantage of the power of aggregation

The seven DCM actions linked to this second objective aim to consolidate the transferal structures and processes of both the DEIKER Agency and the Deusto Foundation. At the same time, the challenge for DARC, as a whole and for each research development unit (Deusto Tech, Deusto Diversitas, etc.), and DIRS is to design transferal plans.



Objective B.3: Foment new transferal structures based on science and technology, business and innovation parks

The two DCM actions linked to this third ACM objective aim to increase and strengthen the university's science, technology and business parks, all within the framework of developing the ACM Park Network and the creation of an E-Park.

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

In the following table we detail the Universidad de Deusto's CIE Project actions which are directly linked to the Aristós Campus Mundus Project.

ARISTÓS CAMPUS MUNDUS		DEUSTO CAMPUS MUNDUS	
Objective B1: Coordinate research activity through the joint Distributed Research Centres (DRCs) to develop the strategic focus areas		Objective B1: Coordinate research activity through the joint Distributed Research Centres (DRCs) to develop the strategic	
Project Code	Name and/or Description	Action Code	Name and/or Description
B.1.1 ACM DISTRIBUTED RESEARCH CENTRES (DRCs)	Define and launch the DRCs and respond to the strategic focus areas chosen	B.1.1 DCM	Application and development of own framework to regulate research
		B.2.1 DCM	Redefinition of priority lines and strategies
		B.2.2 DCM	Design development plans for the research teams: emergent, consolidated and high performance
		B.3.1 DCM	Participate in competitive projects: Framework Programme, National R&D+I Plan and calls for Basque Government projects
		B.7.1 DCM	Design and launch the Deusto Advanced Research Centre (DARC): team, facilities and resources
		B.7.2 DCM	Aggregation process and design of research units: TECH, BUSINESS, LEX, PSICO, EDU, TRENDS and DIVERSITAS
B.1.2 ACM INTERNATIONAL RESEARCH ALLIANCES	Strengthen current international alliances with universities of reference and explore the possibilities of expanding these alliances	B.6.1 DCM	Launch the Deusto International Research School (DIRS): team, facilities and resources
B.1.3 ACM SCIENTIFIC EVALUATION	Develop an evaluation system for the actions carried out for the two previous projects	B.4.1 DCM	Improve research activity and scientific production results: books and book chapters
		B.4.2 DCM	Publish articles in national and international scientific, ISI-indexed and high impact journals
		B.4.3 DCM	Foment patent registrations and licenses
		B.4.4 DCM	Provide presentations and other communications
		B.5.2 DCM	Organise awards and provide incentives for research
		B.12.1 DCM	Prepare an annual report on research results and impact
		B.12.2 DCM	Position in university rankings at the global, European and national levels
Objective B2: Consolidate the current transferal systems, taking advantage of the power of aggregation		Objective B2: Consolidate the current transferal systems, taking advantage of the power of aggregation	
Project Code	Name and/or Description	Action Code	Name and/or Description
B.2.1 ACM TRANSFERAL	Coordinate transferal actions amongst the 3 universities to be able to address more and better transferal processes	B.5.1 DCM	Organise scientific forums, conferences and seminars
		B.5.3 DCM	Support research management processes (DEIKER) and transferal processes (Fundación Deusto)
		B.8.1 DCM	Draft an Annual Research Report
		B.8.2 DCM	Prepare an Annual Catalogue of Scientific Offering
		B.10.1 DCM	Educational activities for R&D+I managers and knowledge transferal with DBS
		B.11.1 DCM	Design and launch the Knowledge Transferal Plan in the research units within the Deusto Advanced Research Centre (DARC)
		B.11.2 DCM	Design and launch the Knowledge Transferal Plan in the research units within the Deusto International Tuning Academy (DITA)
Objective B2: Consolidate the current transferal systems, taking advantage of the power of aggregation		Objective B2: Consolidate the current transferal systems, taking advantage of the power of aggregation	
Project Code	Name and/or Description	Action Code	Name and/or Description
B.3.1 ACM PARK NETWORK	Coordinate the current parks' service portfolio, broaden it and offer it to the entire aggregation community	B.9.1	Foment business parks, incubators and greenhouses in Bilbao and Donostia-San Sebastián (DEUSTO KABI)
B.3.2 ACM e-PARK	Define and implement the online tool to coordinate the activities in this area, cooperate and inform about the activities	B.5.4	Enable the Universitas XXI Researcher Portal



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

For greater brevity and document clarity, here we describe the linked actions by groups of 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	B.1 DCM Apply our own framework to regulate and promote research activity
Linked action	B.1.1 DCM Apply and develop our own regulatory framework to organise research
<p>The challenge of achieving excellence, in general, and in terms of research and transferal, in particular, requires adapting our structures and processes. Included amongst elements which must be updated on a permanent basis to respond to new demands with diligence, flexibility and rigour is our own regulatory framework. The aim is to begin promoting, developing, evaluating and recognising research using our own regulatory framework which establishes the rules of the game.</p>	
Linked objective	B.2 DCM Adapt research lines and teams to the new context
Linked actions	B.2.1 DCM Redefine priority and strategic lines
	B.2.1 DCM Design development plans for the research teams: emergent, consolidated and high performance
<p>Excellence in academic research requires calibrating our own capacities and examining our own potential. Not all of us can research everything. We have to establish priorities in consonance with our own identity and university mission, committed to promoting justice and human development. We must strategically opt for lines of research which represent a current social need and demand within the local and global contexts. As such, research team development must strive to produce research in areas previously defined as priorities and strategic. Plans will be drafted detailing the different levels of demand in terms of volume and level of scientific recognition. These levels are established as emergent, consolidated and high performance.</p>	



Linked objective	B.3 DCM Foment participation in competitive and concerted projects
Linked action	B.3.1 DCM Participate in competitive projects: EU's Framework Programme, the National R&D+I Plan, and calls for project proposals from the Basque Government
<p>One of the elements which defines the path towards excellence is participation in competitive calls for proposals. As such, one of the linked objectives and actions is fomenting participation in projects such as the European Union's Framework Programme, the National R&D+I Plan and calls for project proposals organised by the Basque Government.</p>	

Linked objective	B.4 DCM Increase scientific output and research results
Linked actions	B.4.1 DCM Improve research results and scientific output: books and book chapters
	B.4.2 DCM Publish articles in international and national scientific, ISI-indexed and high
	B.4.3 DCM Foment patent registration and licences
	B.4.4 DCM Offer presentations and other communications
<p>Another fundamental challenge in this search for excellence within the research field is increasing scientific output both in terms of publications in book format or book chapters or publishing articles, especially in ISI-indexed and high impact journals in specialised areas. At the same time, increasing the number of presentations and other communications whether at international or national congresses is also a goal for this group of actions. Lastly, we also aim to increase the generation and registration of patents and licences despite the difficult context and limitations in this respect found within the Social Sciences, Humanities, Legal and Economic fields.</p>	



Linked objective	B.5 DCM Improve the structures and processes to support and disseminate research
Linked actions	B.5.1 DCM Organise scientific forums, conferences and seminars
	B.5.2 DCM Organise awards and provide incentives for research
	B.5.3 DCM Support research management processes (DEIKER) and transferral processes (Fundación Deusto)
	B.5.4 DCM Foment the Universitas XXI Researcher Portal
<p>A complementary set of activities to research, though no less important, is bolstering the structures and processes to support and disseminate research and its results. The measures to improve the support provided by the DEIKER technical unit and the Fundación Deusto to management and transferal processes are key to facilitate the teams' and individual researchers' work. Similarly, the Universitas XXI Researcher Portal represents an extraordinary mechanism to register, inventory and later communicate the scientific outputs generated. These communicative activities have to include organising forums, conferences and seminars which allow welcoming and hearing the best researchers in the priority and strategic areas as well as allowing us to present our own research. By the same token, it is important to recognise our own talent and capture new talent by organising awards for research.</p>	

Linked objective	B.6 DCM Design a strategy to train researchers in excellence
Linked actions	B.6.1 DCM Launch the Deusto International Research School (DIRS): team, facilities and resources
	B.6.2 DCM Design the educational plan at the pre-doctoral, postdoctoral and senior levels
<p>In the process of consolidating excellent scientific work, a priority element is training junior, pre and postdoctoral and senior researchers. For this, along with designing specific educational plans for the different levels, we aim to launch the Deusto International Research School (DIRS). Along with the Doctoral School programmes, DIRS will organise courses, seminars, and educational stays for researchers at different levels.</p>	



Linked objective	B.7 DCM Create a centre of R&D+I excellence: Deusto Advanced Research Centre (DARC)
Linked actions	B.7.1 DCM Design and launch the Deusto Advanced Research Centre (DARC): team facilities and resources
	B.7.2 DCM Aggregation and design of research units: TECH, BUSINESS, LEX, PSICO, EDU, TRENDS and DIVERSITAS
<p>One of the most important elements within the framework to promote research, development and innovation by the Universidad de Deusto is to design and launch the Deusto Advanced Research Centre (DARC). This represents the central tool to organise and foment research of excellence. The Centre's launch implies aggregating, in some cases, and launching research units centred on the university's priority and strategic areas: information and communications technology (TECH); economics, business and management (BUSINESS); business and public law (LEX); clinical psychology and health (PSICO); educational innovation, competencies and values (EDU); social trends and innovation (TRENDS); and internationalisation and globalisation challenges (DIVERSITAS).</p>	

Linked objective	B.8 DCM Prepare documentation which includes a structured offering of scientific-technological capacities, research results and the quality of scientific output
Linked actions	B.8.1 DCM Draft the Annual Research Report
	B.8.2 DCM Prepare the Annual Catalogue of Scientific Offering
<p>This set of actions aims to structure and present the university's scientific-technological capacities along with its scientific output in an orderly fashion. The Annual Research Report will detail the research activity carried out throughout the year. The Annual Catalogue of Scientific Offering provides a structured view of the capacities found within Deusto's centres, teams and researchers.</p>	



Linked objective	B.9 DCM Develop business parks, incubators and springboards with a scientific, technological and social base
Linked actions	B.9.1 DCM Foment business parks, incubators and springboards in Bilbao and Donostia-San Sebastián (DEUSTO KABI)
<p>R&D+I activity is completed with a dedication to knowledge transferal. One of the best spaces in which to complete this circle is in the business and science and technology parks. These spaces bring the world of basic and fundamental research to their practical application in companies and organisations of a distinctly different nature. Similarly, transferal becomes social transferal the moment it has an impact on society, creating business incubators and project springboards. Universidad de Deusto's project reflects the need to continue this effort, broadening the current reality of the DEUSTO KABI business incubators.</p>	
Linked objective	B.10 DCM Train experts in R&D+I management and knowledge transferal in collaboration with the DBS Deusto Business School
Linked actions	B.10.1 DCM Educational activities for R&D+I managers and knowledge transferal with the DBS
<p>R&D+I and knowledge transferal support and management tasks require having administrative staff and specialised services available. That is, within the needs contemplated, we have to pay careful attention to training those in charge of R&D+I management and transferal. Support from the DBS Deusto Business School is fundamental in this area due to its knowledge and experience in management education.</p>	



Linked objective	B.11 DCM Develop Knowledge Transferal Plans for the Deusto Advanced Research Centre (DARC) and Deusto International Tuning Academy (DITA) research groups
Linked actions	B.11.1 DCM Design and launch Knowledge Transferal Plans for the Deusto Advanced Research Centre (DARC) research groups
	B.11.2 DCM Design and launch Knowledge Transferal Plans for the Deusto International Tuning Academy (DITA) research groups
<p>Actions related to knowledge transferal are completed with the design and launch of specific knowledge transferal plans for the Deusto Advanced Research Centre (DARC) and Deusto International Tuning Academy (DITA) research groups. In both cases, an initial diagnosis is carried out followed by the preparation of a planned proposal with a set timeline.</p>	
Linked objective	B.12 DCM Evaluate research activity results and impact
Linked actions	B.12.1 DCM Prepare an annual study on research results and impact
	B.12.2 DCM Position in university rankings at the global, European and national levels
<p>The R&D+I and transferal circle is closed with an evaluation of the entire process. First, this is achieved with the annual study of the different centres, teams and researchers and their research results as well as the impact generated, and, second, by means of positioning strategies in rankings for the university as a whole and for its areas of specialisation. Consequently, we propose actions aimed at evaluating that done and ensuring that our achievements are correctly reflected in the differing rankings.</p>	

UNIVERSIDAD PONTIFICIA COMILLAS (UPCO)

1. Summary

In this section we examine the correlation between the Comillas Campus Mundus Project (CCM) and Field of Action B in the Joint Collaboration Project (Aristós Campus Mundus – ACM 2015) from a double perspective: (1) the correlation in terms of the designated areas of specialisation and (2) the correlation between the specific actions detailed in the Comillas CIE Project and the projects in field B of the Joint Collaboration Project.

Focus areas

The Comillas Campus Mundus Project includes three areas of specialisation within its fifth strategic axis related to teaching, research and social projection activities: Energy and Sustainability, Law and Companies, and Family and Integral Human Development.

The selection of these areas can be traced back to Comillas' original commitment to a more just society in economic, environmental and social terms. This call for justice, representing a sign of identity for Jesuit universities around the world, is what underpins the concept of sustainability: to adequately distribute society's and the planet's resources so as to guarantee increasing citizens' wellbeing in every respect and across all generations. Consistent with its mission, Universidad Pontificia Comillas thus associates justice to sustainability, and, when choosing its areas of specialisation, it has opted for an area in each of the primary dimensions of justice and sustainability: economic and business resources; energy and environmental resources; and human and social capital. This selection is based on its educational and research excellence in these fields and its capacity to contribute to the sustainable development of the society of which it is a part.

Engineering, Law and Economics and Business Science, Human and Social Sciences are all combined flexibly and in a multidisciplinary fashion at Comillas to achieve the most of each for their full development. Without doubt, these preferential areas do not represent all the work carried out at Comillas but they do represent its preferential focus for the CIE as they offer the greatest real possibilities of achieving international excellence.

Comillas has a long tradition dedicated to these three areas, serving as a reference and allowing us to confidently believe that we can improve on what we have already achieved. We can and should pretend advancing in terms of research and knowledge transferal, campus improvement and interaction with the social environment in accordance with the new teaching parameters established by EHEA standards.

This approach is perfectly adapted to the *focus areas* presented in ACM 2015. Coordinating the CCM and ACM 2015, Universidad Pontificia Comillas will give special impetus to both the research groups and projects which fit in terms of their strategic *focus areas* as well as those which participate in the Distributed Research Centres (DRCs) organised by *focus areas*. As would be expected, greater support will be reserved for those groups and projects which simultaneously belong to one of the three

strategic *focus areas* and participate in one of the DRCs managing and coordinating the different *focus areas*.

Link between projects and actions

With respect to the link between CCM actions and the ACM 2015 objectives and projects, we provide the following summary which is further developed below.

Objective B.1: Coordinate research activity through the joint Distributed Research Centres (DRCs) to develop the strategic focus areas.

In this area, Comillas proposes strengthening and refocusing its research groups through its own financing, while presenting proposals to competitive calls, and providing incentives to research groups linked to the areas of specialisation.

At the same time, the Comillas Campus Mundus project aims to increase the exchange of researchers in this field, providing incentives for its faculty's international mobility, reinforcing collaborative efforts with foreign researchers, increasing support for participation in international research projects and consortia and fomenting participation in international networks and expert committees.

Lastly, we also foresee intensifying scientific evaluation tasks by means of personal triennial plans for research staff.

Objective B.2: Consolidate the current transferal systems, taking advantage of the power of aggregation.

With respect to this second objective, Comillas proposes various actions to bolster the habitual global transferal strategies and internationalise research results and, in addition, implement broader transferal actions which will enable the university's activities to reach sectors not generally addressed.

Additionally, Comillas aims to increase the campus' impact on the development of least-favoured sectors for their integration in society, concentrating a part of its efforts in especially weak areas with a view to encouraging the transferal of human and social capital and reinforcing the university community's participation in providing services to society.

Objective B.3: Foment new transferal structures based on science and technology, business and innovation parks.

The CCM project's link to this area of the Joint ACM 2015 project is smaller, though the Campus Comillas 2.0 Project will enable it to contribute to develop the necessary software for the E-Park project.



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

The following table illustrates the actions in Universidad Pontificia Comillas' CIE Project which are directly linked to the Aristós Campus Mundus Project.

ARISTÓS CAMPUS MUNDUS		COMILLAS CAMPUS MUNDUS	
Objective B1: Coordinate research activity through the joint Distributed Research Centres (DRCs) to develop the strategic focus areas		Objective B1: Coordinate research activity through the joint Distributed Research Centres (DRCs) to develop the strategic	
Project Code	Name and/or Description	Action Code	Name and/or Description
B.1.1 ACM DISTRIBUTED RESEARCH CENTRES (DRCs)	Define and launch the DRCs and respond to the strategic focus areas chosen	B.2.2 CCM	Empower and reorganise the research groups
B.1.2 ACM INTERNATIONAL RESEARCH ALLIANCES	Strengthen current international alliances with universities of reference and explore the possibilities of expanding these alliances	B.2.1 CCM	Increase the faculty's international mobility
B.1.3 ACM SCIENTIFIC EVALUATION	Develop an evaluation system for the actions carried out for the two previous projects	B.2.3 CCM	Internationalise research
		B.3.4 CCM	Improve the welcome given visiting faculty, infrastructures, quality of stay and loyalty
		B.1.4 C.C.M	Intensify, plan and evaluate Faculty's research dedication and quality
Objective B2: Consolidate the current transferal systems, taking advantage of the power of aggregation		Objective B2: Consolidate the current transferal systems, taking advantage of the power of aggregation	
Project Code	Name and/or Description	Project Code	Name and/or Description
B.2.1 ACM TRANSFERAL	Coordinate transferal actions amongst the 3 universities to be able to address more and better transferal processes	B.2.4 CCM	Foment global transferal strategies throughout the different modalities
		B.2.5 CCM	Internationalise research communications
		C.1.1 CCM	Develop outreach activities
		C.2.1 CCM	Increase the campus' impact on the development of the most disfavoured sectors for their incorporation into society
		C.2.2 CCM	Services for the community



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

For greater brevity and the clarity of this document, here we describe the linked actions by group of actions, following the same structure, in fact, as that used in UPCO's Individual Strategic Plan presented in the first phase of this year's CIE call for proposals.

Linked objective	B.1. CCM An integral professor: educator, researcher and manager
Linked action	B.1.4. CCM Intensify, programme and evaluate the faculty's research dedication and quality
In its CIE project Comillas proposes increasing scientific evaluation tasks. This will be done through the framework of personal and triennial research plans within which is included an internal recognition procedure every six years and requests for external recognition. These personal plans will enable cyclical evaluations and planning processes to be undertaken.	



Linked objective	B.2. CCM Internationalise and strengthen research quality
Linked actions	B.2.1. CCM Increase faculty's international mobility
	B.2.2. CCM Strengthen and reorient research groups
	B.2.3. CCM Internationalise research
	B.2.4. CCM Strengthen global transferal strategies via the different modalities
	B.2.5. CCM Internationalise research dissemination
<p>We have also proposed concrete actions aimed at reinforcing existing international research alliances in line with project B.1.2. For this reason, increasing the exchange of researchers is a priority measure. Comillas thus proposes increasing its faculty's mobility in three ways: by explicit recognition as merits for promotion, by increasing our own funds available for stays abroad, and by supporting professors requesting grants for this end from national and European institutions. As a complement to these exchanges, Comillas aims to increase its support for the groups to participate in international research projects and consortia (giving these preferential treatment in promotional processes and task objectives) and to encourage participation in international networks and expert committees.</p> <p>Similarly, and in complete consonance with the creation of the Distributed Research Centres for the proposed focus areas, Universidad Pontificia Comillas is certain that quality research in these areas, by nature multidisciplinary, can only be achieved through teamwork. It thus proposes strengthening and re-orientating its research groups.</p> <p>Lastly, and in line with in-depth and universal objectives, Comillas has considered actions to foment global transferal strategies through the different modalities and also internationalising the communication of its research results. In the first respect, it aims to extend successful transferal models (such as IIT and the catalogues of scientific offering) to other areas of the university. This will be achieved after a preliminary analysis and evaluation of the supply and demand for this transferal at both the global and local levels. We also aim to bolster spin-offs for the chosen focus areas. In the second respect, Comillas aims to specifically support the publication of its research results via international channels, internationalise its own journals and increase collaboration with international publishers.</p>	



Linked objective	B.3. CCM Comillas Doctoral Experience Project
Linked action	B.3.4. CCM Improve visiting faculty's welcome, the infrastructures, quality of their stay and loyalty
<p>We propose strengthening collaboration with foreign researchers, improving how they are welcomed, the infrastructures for this, ensuring the quality of their stay and building loyalty. The dedicated actions encompass drafting a specific reception policy, increasing grants, developing related protocols and creating administrative roles for this area.</p>	

Linked objective	C.1. CCM Consolidate alliances
Linked action	C.1.1. CCM Develop outreach initiatives
<p>in addition to the habitual transferal actions, Comillas also proposes broader measures through which it aims to extend communications about the university's activities to sectors not usually considered or at a broader level. In this sense, Comillas includes a specific area of actions within its CIE Project to develop outreach activities with which to spread ideas generated at the university and establish closer ties with the community. Worth noting amongst these are organising conferences, debates and seminars with local institutions, preparing visits, workshops and seminars aimed at secondary school students, extending scientific communication activities throughout the entire academic year, and fomenting online outreach actions by redesigning the university's website.</p>	



Linked objective	C.2. CCM Develop the social fabric
Linked actions	C.2.1. CCM Increase the campus' impact on the development of the least-favoured groups and their incorporation in society
	C.2.2. CCM Community services
<p>Comillas also aims to increase the campus' impact on the development of the least favoured groups in society for their integration. For this it will concentrate a part of its actions in some especially disfavoured areas to transfer human and social capital, create spin-offs to work in those areas and develop teaching and research practices to address these issues. With respect to this last point, we also aim to reinforce student participation in community services, establish agreements with town councils and other social agents for students to provide services and collaborate with the community in closely related areas to their specialisations. Similarly, and also by means of these agreements, Comillas aims to provide classes and educational activities on a regular and permanent basis for local society in its areas of specialisation. Lastly, with the aim of its activities having a broader repercussion on society, Comillas aims to reinforce its institutional participation in the key debates on the legal, technical, business and socio-political aspects of a sustainable development model. The aim will be to guarantee better and greater transmission of the different reflections suggested by the university's various work groups as well as increase the presence of its faculty and researchers in public debates with greater relevance, including those in the social communications media.</p>	



IV. GENERAL INDICATORS OF THE ACTIVITY

As argued above, R&D+I is one of the most important reasons of the aggregation. R&D+I in terms of *focus areas* and in which various disciplines cooperate to solve concrete social challenges. For this, we have defined five *focus areas*: Social innovation and change; Management and social responsibility; Education: innovation, competencies and values; Health and biosciences; and Energy and sustainability. The three aggregated universities already have research teams and experience based on excellence. Upon this solid base, the aggregation and the inclusion of Georgetown, Boston College and Fordham universities will add a new dimension to the R&D+I carried out. In this sense, the multi-year plans for research groups of excellence within the ACM 2015 have a single objective: make the aggregation's scientific production and R&D+I activity an international reference of excellence for R&D+I in the five *focus areas*.

In addition, this R&D+I combined with a vocation to transfer results, backed by the universities in the aggregation, will enable us to activate common transferal mechanisms and create a science and technology, business and innovation E-Park.

The projection for R&D+I and transferal activities from 2010 to 2015 (monitored by 18 ad hoc indicators for the three objectives in Field of Action B, as described above) is based on a general R&D+I framework amongst the three aggregated universities. The following table details the indicators applicable today and for 2015.

Indicator		Initial Value	2013	2015
Ind. B.1	Number of indexed publications	124	167	215
Ind. B.2	Number of indexed publications in first quartile	27	45	70
Ind. B.3	Other research / knowledge transfer publications	1043	1085	1174
Ind. B.4	Number of publications edited by universities participating in the collaborative aggregation project	97	107	114
Ind. B.5	Number of recognised research groups	112	122	135
Ind. B.6	Number of researchers in recognised research groups	830	934	1020
Ind. B.7	Number of administrative and service staff providing support to research	80	90	96
Ind. B.8	Number of competitive projects	268	299	337
Ind. B.9	Number of research projects in collaboration with companies or institutions	401	435	492
Ind. B.10	Number of coordinated European projects	6	12	19
Ind. B.11	Number of European projects granted	37	52	66
Ind. B.12	Number of pre-doctoral interns	185	214	236
Ind. B.13	Percentage of own resources dedicated to R&D+I	9%	10%	11%
Ind. B.14	Number of company <i>spin-offs</i>	4	7	11
Ind. B.15	Number of scientific-technological service users	587	632	697
Ind. B.16	Number of transferal agreements	56	61	65
Ind. B.17	Number of registered patents	27	31	34
Ind. B.18	Number of staff trained for R&D+I support	38	43	50
Ind. B.19	Number of companies located on Campus	29	32	45



Ramon Llull, Deusto and Comillas universities are committed to making a special effort in terms of R&D+I, both as regards dedicated human resources (increasing the number of researchers in recognised research groups and support staff by 20%) and economic resources (increasing our own funds dedicated to R&D+I by over 20%). This effort will make it possible to increase values for the general indicators as detailed in the table, both those measuring inputs such as project financing via competitive calls ($\Delta 10\%$) and the number of scientific-technical service users ($\Delta 17\%$), as well as those measuring outputs: publications ($\Delta 13\%$), patents ($\Delta 26\%$) and transferal contracts ($\Delta 16\%$). This special effort also implies clearly giving priority to R&D+I in the five focus areas and the plans, projects and groups of excellence. This preferential option for the focus areas and groups of excellence will translate into significant increases well above the average for basic indicators of excellence such as indexed publications ($\Delta > 70\%$), a third of which should occur in the first quarter, the coordination of European and international projects (tripling current numbers) and the creation of spin-off companies, amongst others.

All this will serve to enable the ACM 2015 aggregation project and the participating universities to clearly position themselves internationally by 2015 as a reference for excellence in R&D+I in the *focus areas*.



**Aristos
Campus
Mundus
2015**

 **Deusto**
Universidad de Deusto
Deustuko Unibertsitatea

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M A D R I D

 **Universitat
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Llull**
Barcelona

***Area C. PEDAGOGICAL
IMPROVEMENT AND
ADAPTATION TO EHEA***





AREA C. PEDAGOGICAL IMPROVEMENT AND ADAPTATION TO EHEA

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AREA C. PEDAGOGICAL IMPROVEMENT AND ADAPTATION TO EHEA

(This Area corresponds to Section 2.1 as suggested in the User's Guide)

INTRODUCTION

Area C within the Joint Collaboration Project addresses the pedagogical dimension of the aggregation and, in particular, the plan to move forward together in adapting our degrees to European Higher Education Area (EHEA) requirements. As such, it addresses Section 2.1 as suggested within the User's Guide. The three universities in this aggregation project wish to note that they have always demonstrated an essential concern for putting the most effective measures into practice to achieve students' integral education and to continuously reflect on how to improve existing procedures. Their success in the pedagogical field is universally recognised. The academic rigour of their programmes, the intellectual demands made, their pioneering character in orientating students at the practical level, the preferential attention given to internationalising their degrees, their anticipation and preparation for a pedagogical model based on competencies and values and their resulting leadership in adapting to EHEA requirements have led to Deusto, Comillas and Ramon Llull universities to be able to boast of enviable registration and graduation figures and very satisfactory performance, efficiency, graduation and job placement rates.

The aim of the project in this field is to integrate the competitive advantages of all three universities in a joint plan to ensure that they are positioned at the fore internationally due to the excellence of their pedagogical activity as well as their graduates' ability to face the new challenges posed by 21st century society with the greatest possible academic and professional competencies and the greatest ethical and social commitment.

I. THE JOINT COLLABORATION PLAN

Summary

In this Area the Joint Collaboration Plan contemplates diverse actions aimed at achieving three objectives. These, in turn, consist of five projects representing a total of 17 specific actions.

The three objectives proposed are related to pedagogical activities in which the three universities coincide to large measure and in which the possibility of achieving significant improvements is greater by combining and later integrating the different universities' respective strengths.

In this sense, the first two objectives with their respective projects represent, on the one hand, an intensified effort to implement a pedagogical model centred on developing competencies and acquiring values and, on the other, internationalising both their undergraduate and graduate degrees. As such, the three universities will act cooperatively on two of the facets of pedagogical activity in which they have stood out and in which they have had fruitful experiences prior to this collaboration.

The third objective in this area represents a paradigmatic example of the potential power of aggregation to create common structures with a significant impact on the *focus areas* selected.

Objective C.1: Consolidate and improve the pedagogical model based on competencies and values

The pedagogical model at our three universities is most likely a fundamental element on which our academic success has been based. This aggregation represents a unique opportunity to orientate what the three universities do best for the joint collaboration project to better adapt to the growing challenges of internationalising our educational offering. This objective is closely linked to one of the *focus areas* ("Education: Innovation, Competencies and Values") that make up the basis of the three universities' collaborative project. It will benefit from the world-wide leadership in competency training ("*skills for jobs*") provided by the *Proyecto Tuning* (coordinated by Deusto and Groningen universities) and consolidated in the new *Deusto International Tuning Academy* (DITA) summarised in the 2009 CIE viability plan. With the aim of appropriately structuring the joint development of this objective, the *Deusto International Tuning Academy*, the central driver of the two projects included within this objective, will coordinate all actions with delegations at the other two universities.

The expected impact and benefits of this objective are:

- ▶ 10,000 graduates annually, professionals in the short-term, trained within the framework of the European Higher Education Area, holding undergraduate and graduate degrees, participants in an evaluated and quality teaching-learning model based on values, competencies and knowledge.
- ▶ Transfer of developed experiences to the higher education area and, by extension, to the rest of the educational system.
- ▶ Training of skilled and competent professionals with a solid education in values.
- ▶ Employability of their graduates through job orientation and placement services as well as encouraging self-employment and entrepreneurship.

This objective consists of the following projects:

Project C.1.1. ACM GOOD PRACTICES

The three universities presenting this aggregated project share a teaching and learning model which has become the standard for success in terms of students' technical qualifications and their job placement rate upon graduating. This is no coincidence; rather, it is the consequence, on the one hand, of the detailed and sustained cultivation over the long term of the human, technical and organisational factors needed to reach this level and, on the other, of permanently listening to the needs of society to guarantee the maximum professional and social utility of their programmes, incorporating the opportune pedagogical improvements.

As an accumulated result of this experience, the three universities have developed a series of good practices for educational innovation, practices which not only aim to perfect the methodologies used but also all different areas of the students' educational process (academic classification, adapting infrastructures, faculty training, accompanying the student in their transition to the professional world, etc.).

This project pretends to extend and multiply the beneficial effects of these practices through a shared process which leads to identifying, formalising and enacting these practices. The ultimate aim is to prepare a manual of good practices, under the coordination of the *Deusto International Tuning Academy*, summarising the results of this process and publicly explaining the differential character of the three universities' aggregate project.

At the same time, this manual of good practices should serve as a document with which to reflect and debate on internally to propose and test additional pedagogical innovation efforts at the three universities.

Project C.1.2. ACM COMPETENCIES AND VALUES

Another important characteristic of the three universities is their commitment from the outset to a pedagogical model centred on student learning, fully in line with the European Higher Education Area objectives, and orientated to both competency development as well as the acquisition of certain values and attitudes by means of university students' integral education.

Naturally, the implementation of this model has unique traits within all three universities, leading to a certain degree of diversity. In this respect, the project foresees carrying out an exhaustive study of the different models implemented with a view to their progressive improvement and to position the three universities at the fore internationally in this respect. The *Deusto International Tuning Academy* will also be a fundamental pillar for this objective, in particular as regards contrasting the models with the primary international references in this area.

Key Indicators for Objective C.1

As commented previously, the Joint Collaboration Plan's objectives as well as their corresponding projects aim to essentially create a collaborative platform between the different aggregated universities. For this reason, in addition to the classic indicators which measure activity in each area, additional *ad hoc* indicators are necessary to correctly analyse that the Joint Collaboration Plan's objectives are met. It is clear that the combined efforts of the Joint Collaboration Plan's projects and the projects and actions linked to each area in the universities' Individual Strategic Projects will have an effect on the aggregation's activity which is measurable with traditional indicators. A selection of the latter can be found at the end of this chapter.

The proposed *ad hoc* indicators for this objective in the Joint Collaboration Plan are as follows:

Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind C.1.1	Number of international events organised on pedagogical innovation, competencies and values	0	1	1	1	1	1
Ind C.1.2	Number of manuals of good practices regarding pedagogical innovation, competencies and values	0	1	2	3	4	5
Ind C.1.3	Number of projects developed by DITA (Deusto International Tuning Academy)	0	1	3	3	5	5

Objective C.2: Increase the Number of Joint Degrees and Educational Actions Serving as International References

There are already positive examples of joint graduate degrees such as the University Master in Business Law offered since the 2006/2007 academic year by the three universities' Schools of Law. Thus, the second objective within the area of pedagogical improvement aims to increase the number of shared academic programmes (with a special focus on their international projection and promotion) in the *focus areas* selected: a) Innovation and Social Change, b) Management and Social Responsibility, c) Education: Innovation, Competencies and Values, d) Health and Biosciences, and e) Energy and Sustainability. Similarly, we aim to extend this collaboration to on-going and permanent education programmes.

The expected impact and benefits of this objective are:

- ▶ Launch an international collaborative and cooperative space to build a Global Higher Education Area offering joint national and international degrees (in the latter case, by signing agreements with prestigious international universities).
- ▶ Position the three universities as preferential options internationally for quality education specialising in the *focus areas*.
- ▶ Produce 10.000 graduates annually trained to perform as global professionals.

This objective consists of the following projects:

Project C.2.1. ACM JOINT DEGREES

Within the aggregation context and after the opportune period of analysis, reflection and proposals, the three universities aim to create joint degrees and programmes which will guarantee their positioning as the preferred option for those seeking a quality education in the *focus areas*. The goal sought is to take the universities' status as institutions of reference at the national level and extend this reputation to the international sphere. For this we must ensure that the teaching within these programmes is global in orientation while consolidating the optimal integration of English in all university activities linked to the implementation of these programmes.

At the graduate level, an area in which various collaborative efforts have been carried out for numerous years, a preferential space for the establishment of these programmes has to be created. There are many possible and highly promising lines of development in this respect, including, amongst others, the following (i) preparing a catalogue of joint Master's programmes and (ii) the collaborative development of university programmes aimed at Life-Long Learning.

Project C.2.2. ACM INTERNATIONAL DEGREES

Increasing the international reach of the three universities' activities is a crucial ingredient in their respective projects as evidenced by the "*Mundus*" element within the aggregated project name. Naturally, this increase also has to be manifest in the pedagogical improvement and adaptation to the European Higher Education Area: as such, pedagogical excellence must be international excellence.

With this aim, we believe that a priority project is selectively extending this aggregation to other prestigious international universities (*international degrees*) under the aegis, whenever possible, of the *Erasmus Mundus* programme.

This project is based on two basic pillars: (i) concerted efforts in the selected *focus areas* and (ii) maximum diligence when choosing the international universities with which to establish cooperative agreements in order to guarantee both their academic recognition as well as strategic importance. In this sense, the aim is to establish priority lines of collaboration with those universities considered to be both excellent and international references. Partial collaboration agreements may also be established similar to the one currently being discussed with the Massachusetts Institute of Technology (MIT). These partial agreements may be entered into with a view to developing joint programmes later on.

Key Indicators for Objective C.2

The proposed *ad hoc* indicators for this objective in the Joint Collaboration Plan are as follows:

Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind C.2.1	Number of official joint Master's degrees	1	2	2	4	4	5
Ind C.2.2	Number of joint Life-Long Learning or Executive Education programmes	2	3	4	5	7	10
Ind C.2.3	Number of joint international degrees	0	1	1	2	2	3

Objective C.3: Create an internationally relevant doctoral programme

Through the 2010 CIE Programme and the reform of the applicable Royal Decree to regulate doctoral studies, the participating universities propose creating an internationally significant doctoral programme in the *focus areas* identified. Based on this concept, an interuniversity Doctoral School will be created for these areas of thematic specialisation along with a talent recruitment programme for both faculty and students.

Impact:

- ▶ More than 100 PhDs annually, specially trained in the *focus areas* established and benefiting from an innovative, multidisciplinary and interuniversity experience.
- ▶ The establishment of an interuniversity Doctoral School which will serve as a means to attract international faculty and students.

This objective consists of the following project:

Project C.3.1. ACM DOCTORAL SCHOOL

This project proposes creating an interuniversity doctoral school with the aim of providing quality and excellence in the doctoral programmes. Based on existing joint doctoral and postdoctoral programmes between the three universities and internationally (an example would be the SETS, Sustainable Energy Technologies and Strategies PhD), Universidad de Deusto, Universitat Ramon Llull and Universidad Pontificia Comillas propose creating the Aristós Campus Mundus International Doctoral School (*Escuela Internacional de Doctorado Aristós Campus Mundus*). This School will coordinate PhD programme activities in the project's *focus areas* and strengthen these by means of actions to broaden their multidisciplinary character, increase collaboration with society and the business community, enhance programme internationalisation, and unify doctoral candidates' knowledge, interests and competencies and the latter's transversal nature, developing their communication and management competencies. All these factors will contribute positively to the School's PhDs in the job market, whether in private companies or the academic community.

Included amongst other actions are the following:

- Incorporating other R&D+I institutions and universities specialised in the different *focus areas* into the International Doctoral School, in particular, at the international level;
- Students' interuniversity mobility;
- Creating multidisciplinary workshops and seminars aimed at all students, regardless of their specific doctoral programme; the aim of these is to provide a transversal education and cultivate a multidisciplinary attitude amongst PhD candidates;

- And the development of specific activities to attract internationally renowned faculty to thus increase the pedagogical quality of the School. This entails developing a specific programme to orientate visiting professors, increase grants for visits by international scholars, prepare the necessary protocols for visiting faculty (in order for both students and professors to make the most of this experience) and the creation of administrative roles to help build loyalty amongst visiting professors and strengthen their bonds with the three universities.

The School will have a centralised management structure and receive support from the directors of the different doctoral programmes within the School.

Key Indicators for Objective C.3

The proposed *ad hoc* indicators for this objective in the Joint Collaboration Plan are as follows:

Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind C.3.1	Create and launch the international Doctoral School	No	Yes	Yes	Yes	Yes	Yes
Ind C.3.2	Number of joint doctoral programmes in the thematic focus areas	0	1	2	3	4	5

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

UNIVERSITAT RAMON LLULL (URL)

1. Summary

In this section we analyse the links between the URL's revised Individual Strategic Plan (Ramon Llull Campus Mundus - RCM) and Area C in the Joint Collaboration Project (Aristós Campus Mundus – ACM 2015). For this we shall analyse the primary contributions of 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 C.1: Consolidate and develop the current pedagogical model based on competencies and values

The RCM actions linked to this objective within the ACM 2015 project represent the bulk of the plan in terms of consolidating the pedagogical model and innovation processes in this area. Worth noting are the RCM actions aimed at revising our own methodology and those orientated towards customising the diverse educational actions. Also worth underscoring are efforts to improve job placement rates amongst graduates and those aimed at greater and more coordinated initiatives with secondary schools prior to students entering university.

Objective C.2: Increase the number of joint degrees and joint actions serving as international references

The RCM actions linked to this objective within the ACM 2015 centre their efforts on increasing the internationality of URL's programmes. Whether by converting existing programmes or creating new ones, these actions aim to increase the number of programmes taught in English. For this reason, a number of smaller, collateral though equally important actions are envisioned to face this challenge, for example, improving the faculty's linguistic skills. Also worth noting is that efforts to internationalise the degree programmes will concentrate on the URL's strategic *focus areas*. Lastly, we also aim to capitalise on the university networks to which URL already belongs, especially the Society of Jesus and La Salle networks.



Objective C.3: Create an internationally relevant doctoral programme

The RCM actions linked to this ACM 2015 objective are those aimed at reorganising doctoral programmes under the Doctoral School concept and those aimed at recruiting international talent for the doctoral programmes, always with a view to the strategic *focus areas* and the possibilities of our research groups. The idea of creating a joint doctoral school between the three participating universities fits perfectly with RCM's actions and provides them with greater projection.

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

In the following table we detail the actions included in Universitat Ramon Llull's Individual Strategic Plan directly linked to the Aristós Campus Mundus Project.

ARISTÓS CAMPUS MUNDUS		RAMON LLULL CAMPUS MUNDUS	
Objective C1: Consolidate and improve the pedagogical model based on competencies and values		Objective C1: Consolidate and improve the pedagogical model based on competencies and values	
Project Code	Name and/or Description	Action Code	Name and/or Description
C.1.1. ACM GOOD PRACTICES	Identification, formalisation and joint launch of good pedagogical innovation practices	A.1.1 RCM	Revise and further develop our own methodology based on seminars, cooperative work and simulations, adapting it to the students' increasing internationality.
		A.1.2 RCM	Design, develop and implement free online support platforms for partially <i>in situ</i> and long-distance learning
		A.3.1 RCM	Maintain and increase national and international accreditations
		A.6.1 RCM	Develop collaborative and informational educational programmes with secondary schools, especially for vocational/professional orientation
		C.1.1 RCM	Provide individual follow-up to students to adapt graduate programmes to their personal situation (place of residence, time available, online services, etc.)
C.1.2. ACM COMPETENCIES AND VALUES	Analyse and improve the competency and values-based models developed by the three universities	A.5.1 RCM	Further develop some elements of the internship programmes, adapting them constantly to students' educational needs, social demand and the job market
		A.5.2 RCM	Foment the Professional Guidance and Planning Services (SOPP) to continue improving students' job market insertion options (emphasis on the international job market)
Objective C2: Increase the number of joint degrees and educational actions serving as international references		Objective C2: Increase the number of joint degrees and educational actions serving as international references	
Project Code	Name and/or Description	Action Code	Name and/or Description
C.2.1 ACM JOINT DEGREES	Jointly develop new programmes and educational actions in the focus areas which have the necessary quality and projection to become international references	A.2.4 RCM	Progressively increase the number of programmes taught completely in English, especially graduate programmes featuring a global focus and content
C.2.2 INTERNATIONAL DEGREES	Develop joint programmes and educational actions with prestigious international universities (international degrees)	A.2.2 RCM	Gradually increase the offering of on-going education programmes in the URL's strategic focus areas with special emphasis given to programmes with a markedly international focus
		A.2.3 RCM	Foment the current programmes to improve our faculty's pedagogical, linguistic and technical skills
		A.2.5 RCM	Selectively increase the double-degree and joint teaching graduate programmes with well-known and prestigious international academic institutions
Objective C.3: Create a Doctoral School		Objective C.3: Create a Doctoral School	
Project Code	Name and/or Description	Action Code	Name and/or Description
C.3.1 ACM DOCTORAL SCHOOL	Create an inter-university Doctoral School in the pursuit of quality and excellence in the doctoral programmes	B.4.1 RCM	Reinforce the doctoral programme's organisational model through the Doctoral School concept
		B.4.2 RCM	Promote actions to attract students, especially international ones, to the doctoral programme by means of our own scholarships and others'

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

For greater brevity and the clarity of this document, here we describe the linked actions by group of actions, following the same structure, in fact, as that used in URL's Individual Strategic Plan presented in the previous CIE call for proposal.

Linked objective	A.1 RCM Further develop the excellence of our own pedagogical model, adapting it to the students' increasing internationality and to new technologies.
Linked actions	A.1.1 RCM Revise and further develop our own methodology based on seminars, cooperative work and simulations, adapting it to the students' increasing internationality.
	A.1.2 RCM Design, develop and implement free online support platforms for partially <i>in situ</i> and long-distance learning
<p>Maintaining a policy of pedagogical innovation has been a part of URL's singularity since its inception, enabling very positive results since then. In this respect, the real time students need to complete their programmes, low academic failure rates, high satisfaction levels amongst students and their employers and the high rate of job placement are the result of an attractive, top-quality project.</p> <p>The challenge presented by this objective responds to our wish to revise and further develop our own methodology, adapting it to the students' growing internationality, offering competitive studies for the national and international job markets and focusing on the integral education of students and providing them customised attention. The challenge also includes consolidating the adaptation process for teaching-learning methodologies as well as furthering current programmes designed to improve our faculty's linguistic and technical capacities.</p>	



Linked objective	<p>A.2 RCM Successfully become one of the campuses in Southern Europe with the greatest ability to attract international students</p>
Linked actions	<p>A.2.2 RCM Gradually increase the offering of on-going education programmes in URL's strategic focus areas with special emphasis given to programmes with a markedly international focus.</p> <p>A.2.3 RCM Foment the current programmes to improve our faculty's pedagogical, linguistic and technical skills.</p> <p>A.2.4 RCM Progressively increase the number of programmes taught completely in English, especially graduate programmes with a global focus and content</p> <p>A.2.5 RCM Selectively increase double-degree and joint teaching graduate programmes with well-known and prestigious international academic institutions.</p>
<p>Currently, URL already boasts significant figures in terms of attracting international students. In this respect, some of our programmes are already a reference internationally, especially at the Master's level and in one of the strategic focus areas (Management).</p> <p>The aim of this objective is to have more programmes of international reference available (especially at the Master's level) for which we foresee increasing the number of programmes taught completely in English aimed at the international market as well as double-degree programmes and jointly-taught graduate programmes with prestigious international institutions. All this is complemented by our own scholarship programme described in other sections.</p>	
Linked objective	<p>A.3 RCM Transform the teaching innovation and quality assurances systems and processes to meet international levels of excellence</p>
Linked actions	<p>A.3.1 RCM Maintain and increase national and international accreditations</p>
<p>URL has a follow-up structure available for academic-teaching quality. It is structured as a network with a Central Unit and specific units dedicated to quality at the different university centres. This structure has enabled enacting and carrying out global evaluation and accreditation strategies and actions, including international ones, over these last few years.</p> <p>The aim of this objective is to maintain and increase international accreditations based on a philosophy of on-going improvement, integrated within the Quality Assurance Plan in the CIE Project.</p>	



Linked objective	<p>A.5 RCM Ensure that graduates are highly skilled at applying their knowledge in real, practical contexts. Also ensure that they are qualified to search for positions in international job markets as a result of an education based on organisational needs.</p>
Linked actions	<p>A.5.1 RCM Further develop some elements of the internship programmes, adapting them constantly to students' educational needs, social demand and the job market</p>
	<p>A.5.2 RCM Foment the Professional Guidance and Planning Services (SOPP) to continue improving students' job market insertion options (emphasis on the international job market)</p>
<p>One of the primary characteristics of URL's educational centres is the close ties they maintain with their environment and the different social agents. This facilitates participation by these agents in the different stages of students' educational-academic careers as well as the agents' direct involvement in educational processes. In fact, one of the primary axes of our educational offering is based on providing competitive studies for the job market, with employers especially valuing graduates from our university.</p> <p>In addition, URL educational centres have a specialised Professional Guidance and Planning Service with collaborative agreements with companies and/or organisations in their respective fields due to the close ties we maintain with said professional communities. Job placement rates amongst students and the very positive opinions employers have of our graduates guarantee the employability model. These employers particularly value the students' ability to work in teams, their adaptability to new situations and their ability to search for and analyse information, all of which they learned while studying at URL.</p> <p>The challenge raised by this objective is to improve graduates' job placement rates which also enables international job possibilities. Similarly, the aim is to consolidate and adapt the internship model to the changing needs of the global job market based on carefully tracking how the different professional profiles evolve as well as analysing ethical concerns.</p>	

Linked objective	A.6 RCM Broaden coordination activities with secondary schools
Linked action	A.6.1 RCM Develop collaborative and informational educational programmes with secondary schools, especially for vocational/professional orientation
<p>URL's founding institutions include several centres with ample experience in primary and secondary education, both within our community as well as globally. This has enabled coordination with secondary schools to be a fundamental pillar of informational campaigns and talent recruitment.</p> <p>The aim of this objective is to consolidate and broaden our current policy regarding coordination with secondary schools, creating new roles such as coordinator with secondary schools or preparing informational campaigns aimed directly at students, with special focus given to vocational and professional orientation.</p>	

Linked objective	B.4 RCM Reinforce the doctoral programme's organisational model through the Doctoral School concept with the ability to attract international talent and collaborate with the business community
Linked actions	B.4.1 RCM Reinforce the doctoral programme's organisational model through the Doctoral School concept
	B.4.2 RCM Promote actions to attract students, especially international ones, to the doctoral programme by means of our own scholarships and others'
<p>Though they depend officially on the university departments, the URL's doctoral programmes have been developed in collaboration with the research groups and the different educational centres. As a result, we have already moved forward in many of the concepts and objectives encompassed by this idea of a Doctoral School. The international component within our PhDs is already significant. For example, ESADE's doctoral programme consists primarily of international students (74%). Upon completing their PhDs, 83% are hired by universities and 17% by companies; only 10% of graduates remain in Spain, the rest working abroad (60% of these in the EU).</p> <p>Aware that the doctorate is one of the most important elements in talent recruitment, our aim is to consolidate this concept, strengthen and generalise it, creating doctoral programmes which maintain close ties with our research groups and their projects as well as with the university's other educational tasks. We aim for doctoral programmes to be attractive for students with different backgrounds (international and the business community), developing pre-doctoral scholarship programmes dedicated to excellence for our Doctoral School.</p>	



Linked objective	C.1 RCM Consolidate and develop the current continuing education model
Linked action	C.1.1 RCM Provide individual follow-up to students to adapt graduate programmes to their personal situation (place of residence, time available, online services, etc.)
<p>URL has a long tradition in continuing education as framed within the university's third mission. Special emphasis is given to the transferal of results and social contributions with the same level of demand and quality as that found in its two other missions. In this respect, worth noting is the existing offer of graduate programmes (official programmes: 28 with 1,585 students; own programmes: 110 with 2,302 students) and executive education programmes carried out internationally (available in more than 6 countries), the seminars and conferences to project the knowledge created at our schools and the expansion of our students' networking opportunities via our extensive alumni network present in more than 100 countries.</p> <p>The challenge of this objective is to raise the level of continuing education offered both in terms of quantity and quality and with a greater international focus, broadening the territorial area where classes are taught and the target audiences by means of collaborative agreements with other institutions. Similarly, we aim to increase the personal follow-up provided to students to adjust the programmes to their personal circumstances while also increasing their networking possibilities by participating in a greater number of events organised by URL, events which also serve to increase the university's social projection.</p>	

UNIVERSIDAD DE DEUSTO (UD)

1. Summary

In this section we analyse the links between the UD's revised Individual Strategic Plan (Deusto Campus Mundus - DCM) and Area C in the Joint Collaboration Project (Aristós Campus Mundus – ACM 2015). For this we shall analyse the primary contributions of each of the objectives included in ACM 2015. As a general rule, we have applied broad criteria for this link, considering all actions which, one way or another, contribute to completing the ACM'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 C.1: Consolidate and improve the pedagogical model based on competencies and values

The DCM's actions linked to this ACM objective are an important part of the plan in terms of consolidating UD's Educational Model (*Modelo de Formación de la Universidad de Deusto*, MFUD) based on competencies and values. Worth highlighting are the development and implementation of a map of 35 generic and transversal competencies included in the MFUD as well as the development of values in its curricular, extracurricular, institutional and research plans. In both cases, special importance is given to communicating and contrasting experiences and good practices, corroborated in the Joint Plan. In adapting to the new context, great importance is given to modifying academic, teaching and management structures both in terms of governance organisms and management as well as to schools and functional and service areas. Another fundamental element is providing faculty, administrative and service staff and students with training in values, competencies, and information and communications technologies. However, perhaps the most important component in this section is launching and developing the Deusto International Tuning Academy (DITA).

Objective C.2: Increase the Number of Joint Degrees and Educational Actions Serving as International References

The DCM actions linked to this objective within the ACM project concentrate the majority of the Universidad de Deusto's efforts: firstly, to consolidate the 62 official undergraduate, Master's and PhD degrees it offers and, secondly, increase the quality of its educational offering by improving its international profile. As such, the aim is to complete the organisational process currently underway and in full development to adapt its degrees to EHEA requirements and broaden the offer of new degrees with international projection, completing that already achieved in terms of excellence.



**Aristos Campus
Mundus 2015**



PROJECT DESCRIPTION

AREA C. PEDAGOGICAL IMPROVEMENT AND ADAPTATION TO EHEA

Objective C.3: Create an internationally relevant doctoral programme

The DCM action linked to this ACM objective aims to create and launch the Deusto International Research School (DIRS). DIRS is designed as an educational centre for pre-doctoral, postdoctoral and senior researchers. It is, as a result, the instrument through which the Universidad de Deusto will participate in the Joint Plan to create the Doctoral School.

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 which are directly linked to the Aristós Campus Mundus Project.

ARISTÓS CAMPUS MUNDUS		DEUSTO CAMPUS MUNDUS	
Objective C1: Consolidate and improve the pedagogical model based on competencies and values		Objective C1: Consolidate and improve the pedagogical model based on competencies and values	
Project Code	Name and/or Description	Project Code	Name and/or Description
C.1.1. ACM GOOD PRACTICES	Identification, formalisation and joint launch of good pedagogical innovation practices	C.2.2 DCM	Actions to communicate the competencies model developed
		C.3.2 DCM	Assessment of the model across 4 dimensions
		C.4.1 DCM	Faculty, administrative and service staff and student training in: MFUD, values, competencies, methodologies, ICTs, evaluation and quality
		C.5.1 DCM	Apply the Verifica, Audit and Docentia programmes as the quality assurance systems
		C.6 DCM	Continue incorporating information and communications technology in the teaching-learning model: ALUD Platform, Virtual Campus, etc.
		C.7 DCM	Process to transform governance and management bodies, schools, institutes, departments, functional areas and services to the new context
C.1.2. ACM COMPETENCIES AND VALUES	Analyse and improve the competency and values-based models developed by the three universities	C.2.1 DCM	Develop the 35 generic or transversal competencies: reach, evaluation indicators and descriptors
		C.3.1 DCM	Develop the different curricular, extracurricular, institutional and research plans for the values models
		C.3.3 DCM	Experience of models applied at other universities
		C.8.1 DCM	Design the Deusto International Tuning Academy project (DITA): internal and external aggregation processes, structure design and preparing spaces, equipment and infrastructures
		C.8.2 DCM	Development of the action plan and activity programme
Objective C2: Increase the number of joint degrees and educational actions serving as international references		Objective C2: Increase the number of joint degrees and educational actions serving as international references	
Project Code	Name and/or Description	Action Code	Name and/or Description
C.2.1 ACM JOINT DEGREES	Jointly develop new programmes and educational actions in the focus areas which have the necessary quality and projection to become international references	C.1.1 DCM	Organisation of the 19 adapted undergraduate degrees, 33 official Master's and 10 doctoral programmes
C.2.2 INTERNATIONAL DEGREES	Develop joint programmes and educational actions with prestigious international universities (international degrees)	C.1.2 DCM	Proposal of new undergraduate and graduate degrees for their presentation to the verification process
Objective C.3: Create a Doctoral School		Objective C.3: Create a Doctoral School	
Project Code	Name and/or Description	Action Code	Name and/or Description
C.3.1 ACM DOCTORAL SCHOOL	Create an inter-university Doctoral School in the pursuit of quality and excellence in the doctoral programmes	B.6.1 DCM	Launch DIRS, Deusto International Research School: team, equipment and resources

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 proposal.

Linked objective	C.1 DCM Apply the organisational processes stemming from the implementation of EHEA adapted undergraduate degrees, official Master's and PhD programmes
Linked actions	C.1.1 DCM Organisation of the 19 adapted undergraduate degrees, 33 official Master's and 10 doctoral programmes
	C.1.2 DCM Proposal of new undergraduate and graduate degrees for their presentation to the verification process
For Universidad de Deusto, the process of adapting to the European Higher Education Area has implied the approval of 62 degrees (19 undergraduate, 33 Master's and 10 PhD programmes). The 2009/2010 academic year was the first to offer these adapted programmes. Full implementation of the approved degrees as well as the presentation of new degrees for verification will occur over the next few years.	

Linked objective	C.2 DCM Develop the 35 generic or transversal competencies: reach, evaluation indicators and descriptors
Linked actions	C.2.1 DCM Develop the 35 generic or transversal competencies: reach, evaluation indicators and descriptors
	C.2.2 SCM Actions to communicate the competencies model developed
Once the map of generic or transversal competencies (35) has been defined for all Universidad de Deusto degrees, the next step is their full development in terms of reach, evaluation indicators and descriptors to facilitate their handling and application by faculty. Similarly, communication and dissemination actions are also contemplated for the competencies model developed.	

Linked objective	C.3 DCM Develop the different curricular, extracurricular, institutional and research plans for the values models
Linked actions	C.3.1 DCM Develop the different curricular, extracurricular, institutional and research plans for the values models
	C.3.2 DCM Assessment of the model across 4 dimensions
	C.3.3 DCM Experience of models applied at other universities
<p>This objective establishes the development of UD's values model across four dimensions: curricular, within the framework of its own degrees and study plans; extracurricular, for informal areas; institutional, affecting all the universities' structures and processes; and research, favouring study and reflection on the subject in question.</p>	

Linked objective	C.4 DCM Faculty, administrative and service staff and student training in: MFUD, values, competencies, methodologies, ICTs, evaluation and quality
Linked actions	C.4.1 DCM Faculty training in: MFUD, values, competencies, methodologies, ICTs, evaluation and quality
	C.4.1b DCM Administrative and service staff training in: MFUD, values, competencies, methodologies, ICTs, evaluation and quality
	C.4.1c DCM Student training in: MFUD, values, competencies, methodologies, ICTs, evaluation and quality
<p>A key element in the profound process of transforming the teaching-learning model is training members of the university community, including faculty, administrative and service staff and students. For all three groups it is important they be familiarised with the educational model (MFUD), values development, the map of generic and transversal competencies, teaching, research and management methodologies, as appropriate, information and communications technology and, lastly, in terms of faculty and administrative and service staff, evaluation and quality.</p>	



Linked objective	C.5 DCM Continue applying quality assurance programmes: Verifica, Audit and Docentia
Linked actions	C.5.1 DCM Implement the Docentia programme as the quality assurance system
	C.5.1b DCM Implement the Audit programme focused on processes
	C.5.1c DCM Implement the Docentia programme focused on competencies, accreditation and faculty evaluations
Designing and launching degrees implies implementing programmes to guarantee the quality of the academic activity carried out.	

Linked objective	C.6 DCM Continue incorporating information and communications technology in the teaching-learning model
Linked actions	C.6.1 DCM Development of the ALUD Platform and Virtual Campus
	C.6.2 DCM Full incorporation of laptops inside and outside the classroom
	C.6.3 DCM Development of software for programmes, learning guides, etc.
	C.6.4 DCM Production of multimedia and multilingual pedagogical material
The path to technology's incorporation in every facet of life is already a reality. Despite limited resources, the university wants to strengthen the development of the ALUD Platform, the Virtual Campus and Open Deusto and other mechanisms in favour of the teaching-learning model based on competencies and values.	

Linked objective	C.7 DCM Complete the process to transform governance and management bodies, schools, institutes, departments, functional areas and services to the new context
Linked actions	C.7.1 DCM Redefine the role of governance and management bodies according to the new academic structures
	C.7.2 DCM Finalise the transformation and adaptation of schools, institutes and departments to the new context
	C.7.3 DCM Adapt functional area and service management to the new scenario
	C.7.4 DCM Develop a new motivation, dedication, recognition and retribution system
The entire process described above implies a complex transformation process of governance and management bodies, schools, institutes, departments, functional areas and services, adapting them to the new situation stemming from the implementation of the European Higher Education Area.	

Linked objective	C.8 DCM Design, establish an aggregation process and launch the Deusto International Tuning Academy (DITA) as a centre of reference internationally in terms of competency, professional profile and employment-based learning
Linked actions	C.8.1 DCM Design the Deusto International Tuning Academy project (DITA): internal and external aggregation processes, structure design and preparing spaces, equipment and infrastructures
	C.8.1 DCM Develop an action plan and activity programme
The Deusto International Tuning Academy (DITA) is one of the star projects included in the Deusto Campus Mundus project. UD's long history coordinating the Tuning network jointly with the University of Groningen, makes clear the strategic nature of a project such as this one. The actions considered define the path to follow after its design and presentation of the lines of action, structures and teams.	

UNIVERSIDAD PONTIFICIA COMILLAS

1. Summary

In this section we examine the correlation between the specific actions foreseen in the Comillas Campus Mundus (CCM) project and the objectives and projects included within Area C in the Joint Collaboration Project (Aristós Campus Mundus – ACM 2015). As an introduction to this analysis, first we provide a brief summary of this correlation which is further expanded below.

Objective C.1: Consolidate and improve the pedagogical model based on competencies and values

The correlation in this case stems from the actions encompassed in *Inside Project*, incorporated within the first Comillas Campus Mundus axis and whose aim is to undertake an innovation process and experiment with the teaching-learning methods, thus further exploring the EHEA educational paradigm. These actions synthesise Universidad Pontificia Comillas' project for the future which strives to further develop its teaching excellence, consolidating the good practices in its pedagogical model founded on competencies and values and innovating based on these. These actions are perfectly aligned with the Joint Project's Objective C.1 and the two projects the latter includes. The Joint Project aims to orientate the best of each university's pedagogical innovation practices to adapt as optimally as possible to the internationalisation challenges found in education.

Objective C.2: Increase the Number of Joint Degrees and Educational Actions Serving as International References

The two projects this objective encompasses coincide substantially with the actions included in objectives 2 and 3 in the first Comillas Campus Mundus strategic axis.

On the one hand, the Universidad Pontificia Comillas' *Connection Project*, includes, amongst other actions, developing joint degrees with Universidad de Deusto and Universitat Ramon Llull, including the creation of the ICADE Business School and the joint reconsideration of executive education at the national and international levels.

On the other, CCM's objective of intensifying the international component in the university's undergraduate and graduate programmes encompasses consolidating the offer of international joint degrees, an action which fits perfectly with the International Degree project in ACM 2015.

Objective C.3: Create an internationally relevant doctoral programme

With respect to this last objective, the CCM's *Comillas Doctoral Project* ("Experiencia Doctoral Comillas") expressly contemplates the creation of a Doctoral School with the two other universities participating in the ACM 2015 project. While certainly highlighting its impact on research, the Doctoral School also aims to ensure continuity amongst doctoral programmes and contribute to the success of common efforts to attract international talent.

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

The following table details the actions in the Universidad Pontificia Comillas' Individual Strategic Plan which are directly linked to the Aristós Campus Mundus.

ARISTÓS CAMPUS MUNDUS		COMILLAS CAMPUS MUNDUS	
Objective C1: Consolidate and improve the pedagogical model based on competencies and values		Objective C1: Consolidate and improve the pedagogical model based on competencies and values	
Project Code	Name and/or Description	Project Code	Name and/or Description
C.1.1. ACM GOOD PRACTICES	Identification, formalisation and joint launch of good pedagogical innovation practices	A.1.2. CCM	Further develop Continuous Improvement quality and evaluation
C.1.2. ACM COMPETENCIES AND VALUES	Analyse and improve the competency and values-based models developed by the three universities	A.1.3. CCM	Further enhance the participatory and cooperative learning methodology
		A.1.4. CCM	Use of advanced ICTs in university pedagogical methodologies in all teaching and extension activity areas
		A.1.5. CCM	Further develop and broaden the pedagogy and internationalisation of professional internships
		A.1.3. CCM	Further develop a participatory and cooperative learning methodology
		A.1.5. CCM	Further develop and broaden the pedagogy and internationalisation of professional internships
Objective C2: Increase the number of joint degrees and educational actions serving as international references		Objective C2: Increase the number of joint degrees and educational actions serving as international references	
Project Code	Name and/or Description	Action Code	Name and/or Description
C.2.1 ACM JOINT DEGREES	Jointly develop new programmes and educational actions in the focus areas which have the necessary quality and projection to become international references	A.3.1 CCM	Create the ICADE Business School
C.2.2 INTERNATIONAL DEGREES	Create an inter-university Doctoral School in the pursuit of quality and excellence in the doctoral programmes	A.3.2. CCM	Foment graduate activities aimed at establishing a greater connection with prestigious and strategically important institutions
		A.3.3. CCM	Perfect graduate activities aimed at optimising the level and quality of graduates' insertion in the job market
		A.3.4. CCM	New dimension of activities in on-going executive education programmes
		A.2.2. CCM	Consolidate the offer of joint degrees with international reach
		A.2.3. CCM	Actions aimed at attracting international talent
Objective C.3: Create a Doctoral School		Objective C.3: Create a Doctoral School	
Project Code	Name and/or Description	Action Code	Name and/or Description
C.3.1 ACM DOCTORAL SCHOOL	Create an inter-university Doctoral School in the pursuit of quality and excellence in the doctoral programmes	B.3.1 CCM	Create the international Doctoral School together with Universidad de Deusto and Universidad Ramón Llull
		B.3.2. CCM	Improve the doctoral pedagogical-educational process
		B.3.3. CCM	Joint doctorates
		B.3.4. CCM	Multidisciplinary and on-going education seminars

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	A.1. CCM INSIDE Project
Linked actions	A.1.2. CCM Further develop the on-going education improvement programme and the evaluation of teaching quality
	A.1.3. CCM Further develop a participatory and cooperative learning methodology
	A.1.4. CCM Use advanced ICTs as part of the university's pedagogical methodology in all areas of teaching and extension programmes
	A.1.5. CCM Further develop and broaden the pedagogy and internationalisation of professional university internships
<p>The Inside Project encompasses the actions being considered by Universidad Pontificia Comillas with a view to undertaking an innovation and experimentation process on learning-teaching methodologies to further develop the EHEA educational model. Worth noting amongst these actions are: (i) reinforcing the factors such as academic rigour and strengthening professional orientation which make the Comillas teaching and learning model a standard for success in terms of graduates' technical qualifications and job placement, (ii) on-going improvement of training and teaching quality assessment, (iii) greater development of a participatory and cooperative learning methodology through instruments such as the European university portfolio, vertical tutoring and inter-annual skills evaluations, (iv) improving the ICT infrastructure dedicated to teaching with tools such as digital blackboards, integrated E-Books and share points and (v) perfecting the university's professionalization practices, strengthening students' individual follow-up and developing international internship programmes and educational insertion experiences (such as the Inside Summer Camps and residence halls).</p> <p>These actions represent Universidad Pontificia Comillas' future project to further its educational excellence, consolidating the good practices in its pedagogical model based on competencies and values and innovating from these. Their perfect correlation with Objective C.1 in the Joint Project and the two projects it encompasses are clear. Through the Joint Project the aim is to orientate the best of each university's pedagogical innovation practices towards the optimal and common adaptation to the challenge of internationalising education.</p>	

Linked objective	A.2. CCM Intensify the undergraduate and graduate programmes' international
Linked actions	A.2.2. CCM Consolidate the offering of joint degrees with international reach
	A.2.3. CCM Actions aimed at attracting international talent
<p>The objective of intensifying the international connection of the undergraduate and graduate programmes (included within the Comillas Campus Mundus Project) includes the consolidation of joint international degrees, and initiatives to attract international talent, both of which obviously fit perfectly with the International Degree project in the Joint Collaboration Project.</p>	
Linked objective	A.3. CCM Connection Project: intensifying the professional connection in the university's graduate programmes
Linked actions	A.3.1. CCM Create the ICADE Business School
	A.3.2. CCM Encourage graduate activities aimed at fostering greater connections with prestigious and strategically important institutions
	A.3.3. CCM Perfect graduate activities aimed at optimising the level and quality of graduates' job placement
	A.3.4. CCM New dimension of on-going learning for professionals
<p>Universidad Pontificia Comillas' Connection Project encompasses a series of actions which, with the aim of broadening the professional connection between graduate university activities, includes developing joint degrees with Universidad de Deusto and Universidad Ramón Llull.</p> <p>The creation of the ICADE Business School constitutes, from the structural point of view, a fundamental milestone in this process since, on the one hand, it will enable the optimal organisation of teaching and organisational resources which will be needed in the area of graduate business programmes (something which is crucial given the identification of "Management and Social Responsibility" as one of the focus areas of the Joint Project), and, on the other, it will enable channelling the experience of pre-existing joint programmes within the <i>Instituto de Postgrado y Formación Continua</i> ("Institute of Postgraduate and On-going Education"), the precedent to the ICADE Business School.</p> <p>Similarly, we must also point out that the Comillas Campus Mundus project expressly foresees changing the breadth of the on-going executive education programmes, in particular, repositioning executive education at the national and international levels by establishing alliances with Universidad de Deusto and Universidad Ramón Llull. The correlation with the Joint Project is maximum in this respect.</p>	



Linked objective	B.3. CCM Comillas Doctoral Experience Project
Linked actions	B.3.1. CCM Creation of the International Doctoral School together with Universidad de Deusto and Universitat Ramon Llull
	B.3.2. CCM Improve the doctoral-educational process
	B.3.3. CCM Joint doctorates
	B.3.5. CCM Multidisciplinary and on-going seminars
<p>The high degree of material coincidence between the Joint Project's third objective in Field of Action C and the Comillas Doctoral Experience Project included within the Comillas Campus Mundus Project is worth noting. Even though greater emphasis is given to research-related elements in the latter (the reason it is included in the Project's second strategic axis), the fundamental action in the Comillas Doctoral Experience Project includes the creation of a Doctoral School with Universidad de Deusto and Universidad Ramón Llull to pursue the development of joint PhD programmes and actions to attract international talent, coinciding perfectly with objective C.3 in the Joint Project.</p>	

III. GENERAL ACTIVITY INDICATORS

Educational excellence is, without doubt, one of the fundamental pillars of the Universitat Ramon Llull, Universidad de Deusto and Universidad Pontificia Comillas identities. This educational excellence is based on our own teaching models, on our pioneering incorporation of a teaching-learning model based on competencies and values and on the integral education of students as a *sine qua non* for educational excellence.

The following table offers a general summary of the aggregation project in the educational area and its projection from 2010 to 2015.

Indicator		Initial value	2013	2015
Ind. C.1	Number of undergraduate students	26.542	27.072	27.732
Ind. C.2	Number of students in official university Master's programmes	3.097	3.522	3.842
Ind. C.3	Number of students in University Master's programmes	2.926	3.247	3.613
Ind. C.4	Number of life-long learning students	5.204	5.414	5.839
Ind. C.5	Number of PhD students	923	957	1.106
Ind. C.6	Number of accredited undergraduate degrees	68	68	68
Ind. C.7	Number of university Master's degrees (EHEA)	99	108	111
Ind. C.8	Number of faculty	4.057	4.114	4.173
Ind. C.9	Number of ETCS professors	1.305	1.348	1.408
Ind. C.10	Graduation rate	70,3%	72,3%	74,8%
Ind. C.11	Efficiency rate	80,6%	83,3%	85,8%
Ind. C.12	Drop-out rate	15,2%	14,5%	13,8%
Ind. C.13	Performance rate	79,3%	81,5%	83,8%
Ind. C.14	Job placement rate	91,0%	92,0%	94,0%
Ind. C.15	% of graduates finding their first job in their field of study	89%	91%	91%
Ind. C.16	% of programmes using innovative learning platforms	91%	98%	98%
Ind. C.17	Students satisfaction index (0-10)	7,2	7,9	8,1
Ind. C.18	Number of library-CRAI seating	4.314	4.386	4.536
Ind. C.19	Number of books	3.035.273	3.258.751	3.333.944
Ind. C.20	Number of periodical subscriptions	42.237	42.892	43.482
Ind. C.21	Annual investment in new bibliographic material	2.402.803	2.450.859	2.499.876

ACM 2015 is an aggregation project which currently consists of (in rounded numbers) 26,000 undergraduates, 12,000 graduate students (Master's, PhDs and postgraduates) and 4,000 faculty members. 100% of its degrees (66 undergraduate and 99 university Master's degrees) have been accredited and adapted to EHEA requirements. In addition, the three universities boast very high graduation, efficiency and performance rates as well as outstanding job placement, job fit and satisfaction levels.



PROJECT DESCRIPTION

AREA C. PEDAGOGICAL IMPROVEMENT AND ADAPTATION TO EHEA

In this area dedicated to education and adaptation to EHEA standards, the aggregation project aims to consolidate its offering of undergraduate programmes and levels of academic excellence, progressively incorporating the model into the second, third and fourth-year courses, and further developing the model based on competencies and values.

In addition to the above, the primary added value from this aggregation will be the joint Master's and graduate programmes developed and the creation of an International Doctoral School highly linked to R&D+I *focus areas*. As such, these *focus areas* are destined to become another distinctive trait of the universities' identity, offering specialised graduate programmes which also serve as an international reference.

Lastly, we should also underscore the importance of DITA as an international centre of excellence in developing global teaching-learning models and in adapting to the European Higher Education Area.



**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***





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

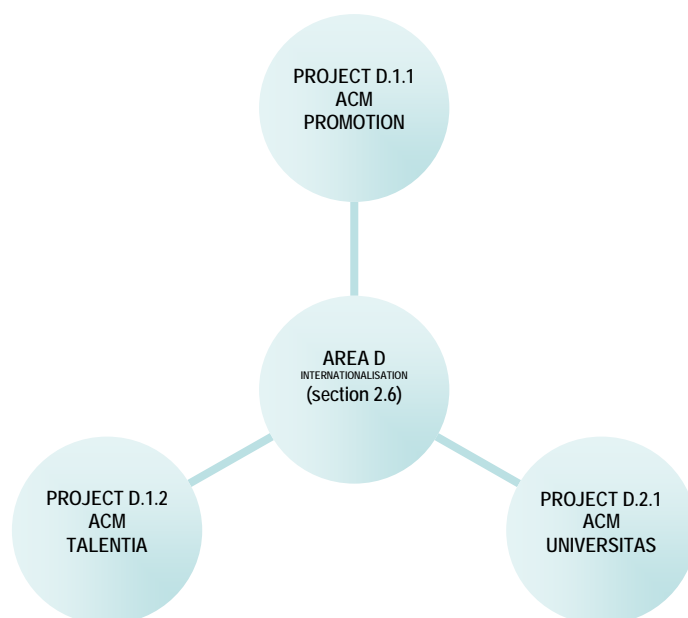
The Joint Collaboration Plan for the area corresponding to the *Internationalisation of the aggregation project* sets itself 2 main objectives, carried out via 3 projects, which include a total of 10 actions.

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.

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

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.

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

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.



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

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, its 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 Llull 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	
Objective D1: To promote coordinated talent attraction and engagement actions for the aggregated universities		Objective D1: To promote coordinated talent attraction and engagement actions for the aggregated universities	
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.
Objective D.2: To carry out international aggregation processes with prestigious universities		Objective D.2: To carry out international aggregation processes with prestigious universities	
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.

Linked Objective	A.2 RCM To become one of the most attractive campuses in Southern Europe for international students
Linked Actions	A.2.1 RCM To promote the current grant programmes as elements designed to attract
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.	

Linked Objective	A.4 RCM To increase the international nature of the faculty and of their teaching-research function
Linked Actions	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
	A.4.2 RCM 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
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. 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.	



Linked Objective	<p>B.4 RCM</p> <p>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</p>
Linked Actions	<p>B.4.2 RCM</p> <p>To promote actions to attract PhD students, especially international students, through the university's own grants and those of other bodies</p>
<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>	



AREA D.
INTERNATIONALISATION OF
THE AGGREGATION PROJECT

Linked Objective	<p>C.4 RCM To ensure the integration of students, teaching and research staff and administrative and services staff through integration services that manage their different requirements</p>
Linked Actions	<p>C.4.1 RCM To improve the guidance and integration of students, teaching and research staff, and administrative and services staff, especially international students and faculty</p>
	<p>C.4.2 RCM 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	
Objective D1: To promote coordinated talent attraction and engagement actions for the aggregated universities	
Project 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.1.2. ACM TALENTIA	To incorporate prestigious researchers, teaching and management staff, as well as students with great potential
Objective D.2: To carry out international aggregation processes with prestigious universities	
Project 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

DEUSTO CAMPUS MUNDUS	
Objective D1: To promote coordinated talent attraction and engagement actions for the aggregated universities	
Action Code	Name and/or description
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.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.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
Objective D.2: To carry out international aggregation processes with prestigious universities	
Action Code	Name and/or description
D.4.1 DCM	Consolidation of the experience of the UNESCO Chair In Training Human Capital for Latin America
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.

Linked Objective	D.1 DCM To achieve annual increases aimed at attaining 20% international students in the next four years
Linked Actions	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
<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>	

Linked Objective	D.2 DCM To establish systems, structures and processes that ensure stable mobility and high-quality individuals
Linked Actions	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.2.3 DCM 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>	



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

Linked Objective	<p>D.3 DCM</p> <p>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>
Linked Actions	<p>D.3.1 DCM Creation of areas for integration, meeting and interaction at different levels</p> <p>D.3.2 DCM Educational interculturality-oriented actions for faculty and administrative and services staff</p> <p>D.3.3 DCM 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>	
Linked Objective	<p>D.4 DCM</p> <p>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>
Linked Actions	<p>D.4.1 DCM Consolidation of the experience of the UNESCO Chair in Training Human Capital for Latin America</p> <p>D.4.2 DCM 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>	



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

Linked Objective	D.5 DCM 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
Linked 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
<p>Multilingualism is an essential ingredient in a growing internationalisation 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>	
Linked Objective	D.6 DCM 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
Linked Actions	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
<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**

Linked Objective	D.7 DCM To promote the current policy of global communication and international promotion
Linked Actions	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
<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 Talentia), 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

Objective D1: To promote coordinated talent attraction and engagement actions for the aggregated universities	
Project 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.1.2. ACM TALENTIA	To incorporate prestigious researchers, teaching and management staff, as well as students with great potential

Objective D.2: To carry out international aggregation processes with prestigious universities	
Project 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

COMILLAS CAMPUS MUNDUS

Objective D1: To promote coordinated talent attraction and engagement actions for the aggregated universities	
Action Code	Name and/or description
B.2.1.CCM	Increasing the international mobility of professors
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

Objective D.2: To carry out international aggregation processes with prestigious universities	
Action Code	Name and/or description
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.

Linked Objective	A.2. CCM Intensification of the University's undergraduate and postgraduate activity
Linked Actions	A.2.2. CCM Consolidation of the offer of joint world-class degree programmes
	A.2.3. CCM 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>	

Linked Objective	B.1. CCM A complete professor: teacher, researcher and manager
Linked Actions	B.1.2. CCM 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>	



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

Linked Objective	B.2. CCM Internationalisation and empowerment of high-quality research
Linked Actions	B.2.1. CCM Increase in the international mobility of faculty
	B.2.3. CCM 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>	



Linked Objective	B.3. CCM Comillas PhD Experience Project
Linked Actions	B.3.3. CCM Joint PhD Degrees
	B.3.4. CCM To improve the integration, infrastructure, quality of the placements and loyalty of the visiting professors
	B.3.6. CCM 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.



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





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

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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 transfer 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 transfer 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.

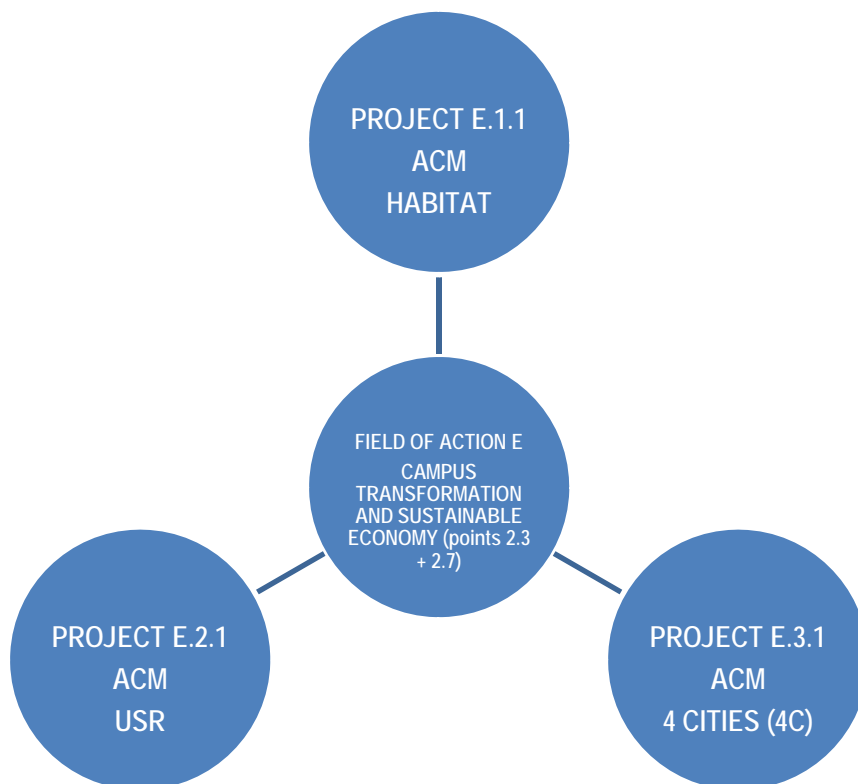
The 3 objectives span the majority of the social transferral chain and aim to have an impact on joint social innovation processes to reinforce social responsibility values, foment the integral vision of the campus, encourage cooperative complicity with professionals and public and private entities, and 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 transferal 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.

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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.



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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.

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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



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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 en 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>	



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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>	



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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
<p>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.</p> <p>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).</p> <p>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.</p>	



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Linked objective	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
Linked 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
<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>	



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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>	



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Linked objective	<p>C.6 RCM Encourage cultural and personal development activities, fomenting diversity and multiculturalism as enriching elements for the academic community</p>
Linked action	<p>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>
<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>	



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Linked objective	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
Linked action	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>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>	



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Linked objective	<p>C.9 RCM</p> <p>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</p> <p>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</p> <p>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 (Aristós 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 transfer. 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.



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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



PROJECT DESCRIPTION

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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



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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
	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
Linked actions	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.	



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Linked objective	<p>E.2 DCM</p> <p>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>
Linked actions	<p>E.2.1 DCM</p> <p>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</p> <p>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</p> <p>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</p> <p>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</p> <p>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</p> <p>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</p> <p>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>	



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Linked objective	E.3 DCM Enhance student employability by providing career orientation and job placement services as well as encouraging self-employment and entrepreneurship
Linked actions	E.3.1 DCM Foment DeustuLan. Standardised employment centre
	E.3.2 DCM Job Forum and Job Conferences
	E.3.3 DCM Employment Observatory's Annual Report in conjunction with Lanbide, the Basque Government's Employment Agency
	E.3.4 DCM University-Company: internships, presentations, job offers through intermediation services
	E.3.5 DCM Job bank management: individual career orientation and job placement services
	E.3.6 DCM Entrepreneurship programmes (<i>Ingenio</i> and <i>Innovandis</i>), and the business incubator (Deusto Kabi)
<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>	



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Linked objective	E.4 DCM Increase the resources available to foment university community motivation and participation: academic and research staff, administrative and service staff and students
Linked actions	E.4.1 DCM <i>Dinamia</i> Campus. Master Plan on Dynamisation and University Community Participation
	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
	E.4.3 DCM Student services: information, lodging and welcome services, scholarships and grants, social actions for inclusion, health, employment and alumni
	E.4.2 DCM Worker participation and labour union representation: office and equipment; participation and collaboration on labour-related issues
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.	



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Linked objective	E.5 DCM Increase the degree of involvement by the university campuses in their respective city (Bilbao and Donostia-San Sebastián)
Linked actions	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)
	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>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>	



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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>	



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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.



**Aristos Campus
Mundus 2015**



PROJECT DESCRIPTION

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.



**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

RESULTS: IMPACTS AND INDICATORS



RESULTS: IMPACTS AND INDICATORS

In this document, we provide a summary of the expected results from the implementation of the strategic aggregation project, Aristós Campus Mundus 2015 (ACM 2015), from 2010 to 2015.

For this we have determined the aggregation's 25 primary impacts and organised these into six distinct groups: impacts stemming from the aggregation itself; impacts on research, development, innovation and research results transfer; educational impacts; economic impacts; environmental impacts; and social and cultural impacts.

All of these are in turn monitored and quantified by two groups of indicators: *ad hoc* indicators (linked directly to the Joint Collaboration Plan's actions and objectives) and general indicators for the aggregated universities' activities. The set of indicators will allow us to evaluate the reach and scope of the impacts achieved, as well as their evolution, development and projection up to the year 2015.

On the following pages we analyse each of these six groups of impacts. This analysis is structured as follows: 1) a list of impacts, 2) tables containing the *ad hoc* and general indicators regarding these (tables in which the indicators use the same coding structure as that used when analysing the individual fields of action), and 3) a global evaluation of the impacts and indicators as a whole.

Impacts stemming from the aggregation itself

- Creation of a **new aggregation project amongst universities**, promoted by three universities with a strong focus on social initiatives (**Universitat Ramon Llull, Universidad de Deusto and Universidad Pontificia de Comillas**) and the initial expansion of an **advanced aggregation** to universities abroad (**Georgetown, Boston College and Fordham universities**).
- Development of an **international aggregation model and dynamic** which will enable the incorporation of other prestigious international universities and the progressive creation of an international space for cooperation and collaboration within the framework of the future **Global Higher Education Area**.
- Creation of the necessary and **stable governance structures** adapted at all times to the development level of the aggregation.



Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind A.1.1	Creation and implementation of the Aggregation's Management and Technical Secretariat	No	Yes	Yes	Yes	Yes	Yes
Ind A.1.2	Number of coordination and management units in the Aggregation	0	5	5	5	5	5
Ind A.1.3	Number of management teams for the Aggregation's projects	0	6	12	12	18	18
Ind A.2.1	Georgetown University, Boston College and Fordham University aggregation memorandum for the Aristós Campus Mundus aggregation project	No	Yes	Yes	Yes	Yes	Yes
Ind A.2.2	Number of Joint International Research Groups created in the <i>focus areas</i> of the Aristós Campus Mundus aggregation project	0	3	4	5	5	5
Ind A.2.3	Number of research projects in collaboration with G, B or F	0	1	4	6	8	10
Ind A.2.4	Number of joint programmes with G,B or F	1	1	2	3	4	5
Ind A.2.5	Number of new, prestigious, world-class universities in the advanced Aggregation	3	4	5	6	7	8
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%

Ad hoc indicators for ACM 2015

ACM 2015 is the result of the aggregation of three universities: Universitat Ramon Llull, Universidad de Deusto and Universidad Pontificia Comillas. At the same time, this aggregation represents the solid nucleus of an linkage cluster encompassing other universities, institutions, the business community and society.

The aggregation has been endowed with an effective and efficient governance system, with its corresponding management bodies, a technical secretariat (with an independent legal personality), coordination offices (5) and project management teams (18).

In terms of the universities within the linkage cluster, we have defined an initial and advanced level of this strategic initiative with Georgetown, Boston College and Fordham universities with whom a collaborative agreement has already been signed to carry out joint international projects (primarily in R&D+I and the focus areas defined). The aggregation is also seen as a project that is open to the progressive incorporation (and advanced strategic cooperation) of a reduced and selective number of international universities of reference. This project thus includes increasing the number

of agreements with international universities by 5% every year as well as increasing its participation in Society of Jesus and La Salle university networks.

ACM 2015 is international by nature, vocation and scope, representing a transversal dimension of the project as a whole; internationalization is a part of the project's DNA. The inseparable link between "campus" and "mundus" constitutes the most explicit declaration of the project's international, nature and vocation.

Transcending this important symbolic plane, the aggregation already includes a strategic collaboration agreement with Georgetown, Boston College and Fordham universities, an agreement which represents an unequivocal affirmation of our international vocation.

Impacts on research, development, innovation and transferal

- **Specialisation and prioritization of the aggregate R&D+I on five focus areas** –Social innovation and change area; Management and social responsibility area, Education: Innovation, competencies and values area; Health and biosciences area; and Energy and sustainability area. These focus areas can be seen as thematic areas of specialisation orientated towards overcoming specific **social challenges** and **maximising the social return on R&D+I**.
- **Aggregation of research teams of excellence** dedicated to the five **focus areas** – both amongst the three original aggregated universities as well as the international universities in the strategic alliance. This will enable increasing the research groups' critical mass and improve their international competitiveness, improving the research inputs and outputs and making the aggregation project an international reference for R&D+I in these same focus areas.
- Decisive encouragement of **R&D+I** as a whole, especially in terms of its **internationalisation**, with a notable increase in resources allotted (human and economic) and a decided orientation to taking part in international calls, plans and programmes, especially within the European Framework programme.
- Development of a new **R&D+I+S** model in the **responsible and sustainable social innovation** field and a transferal system for research results.
- Optimisation of **aggregated research results transfer** systems, processes and structures and the **creation of an online science-technology, business and innovation E-Park**.



Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind B.1.1	Number of DRCs structured with multi-annual action plans	0	0	3	5	5	5
Ind B.1.2	Number of joint projects between the 3 universities	0	0	2	5	8	10
Ind B.1.3	Number of joint projects with international universities (advanced aggregation)	0	1	4	6	10	12
Ind B.1.4	Number of researchers in research groups linked to the focus areas	830	863	898	934	971	1020
Ind B.1.5	Number of interuniversity research teams	0	0	4	4	8	8
Ind B.1.6	Existence of evaluation mechanisms for joint scientific initiatives	No	No	Yes	Yes	Yes	Yes
Ind B.1.7	Percentage of increase in research results from focus area research groups	upon B.1.6 criteria		+5%	+10%	+15%	+25%
Ind B.2.1	Existence of a single window for research results transfer (in the e-Park)	No	No	Yes	Yes	Yes	Yes
Ind B.2.2	Existence of a joint research results catalogue (in the e-Park)	No	No	Yes	Yes	Yes	Yes
Ind B.2.3	Number of research transfer actions enacted through the single window	0	0	20	30	45	60
Ind B.2.4	Existence of evaluation mechanisms for research results transfer activities stemming from the Aggregation	No	No	No	Yes	Yes	Yes
Ind B.3.1	Existence of the science-technology, business and innovation E-Park	No	No	Yes	Yes	Yes	Yes
Ind B.3.2	Number of DRCs incorporated within the E-Park	0	0	3	5	5	5
Ind B.3.3	Percentage of park network services incorporated in the E-Park	0	0	5%	15%	30%	50%
Ind B.3.4	Online entrepreneurship services	No	No	Yes	Yes	Yes	Yes
Ind B.3.5	Number of scientific publication collections, available in several languages	0	0	0	1	2	3
Ind D.1.5	Number of foreign post-doctoral researchers (connected with the research groups in the focus areas)	10	12	15	20	28	35

Ad hoc indicators for ACM 2015



Indicator		Initial Value	2013	2015
Ind. B.1	Number of indexed publications	124	167	215
Ind. B.2	Number of indexed publications in first quartile	27	45	70
Ind. B.3	Other research / knowledge transfer publications	1.043	1.085	1.174
Ind. B.4	Number of publications edited by universities participating in the collaborative aggregation project	97	107	114
Ind. B.5	Number of recognised research groups	112	122	135
Ind. B.6	Number of researchers in recognised research groups	830	934	1020
Ind. B.7	Number of administrative and service staff providing support to research	80	90	96
Ind. B.8	Number of competitive projects	268	299	337
Ind. B.9	Number of research projects in collaboration with companies or institutions	401	435	492
Ind. B.10	Number of coordinated European projects	6	12	19
Ind. B.11	Number of European projects granted	37	52	66
Ind. B.12	Number of pre-doctoral interns	185	214	236
Ind. B.13	Percentage of own resources dedicated to R&D+I	9%	10%	11%
Ind. B.14	Number of company spin-offs	4	7	11
Ind. B.15	Number of scientific-technological service users	587	632	697
Ind. B.16	Number of transferal agreements	57	61	65
Ind. B.17	Number of registered patents	27	31	34
Ind. B.18	Number of staff trained for R&D+I support	38	43	50
Ind. B.19	Number of companies located on Campus	29	32	45
Ind. D.15	Number of international networks being managed	4	6	8

General indicators for the aggregated university activities

R&D+I are the motor behind the aggregation. It is orientated in terms of focus areas in which multidisciplinary teams cooperate to solve concrete social challenges. For this we have defined five thematic areas of specialisation (or focus areas): Social innovation and change; Management and social responsibility, Education: Innovation, competencies and values; Health and biosciences; and Energy and sustainability. The three aggregated universities already have teams and long-standing traditions dedicated to these areas, standing out for their excellence: a total of 112 teams and 830 researchers. With this solid base, the aggregation and the inclusion of Georgetown, Boston College and Fordham universities will add a new dimension to R&D+I. In this respect, the multiyear programmes for research groups in ACM 2015 have a single objective: make the R&D+I carried out within the aggregation project the international reference of excellence for all research in the five focus areas.

This R&D+I, united to a decided vocation to research results transfer, is attested by the experience of the aggregated universities in this field. This aggregation will enable us to activate transferal mechanisms and create an online science-technology, business and innovation E-Park.

The aggregation between Ramon Llull, Deusto and Comillas is determined to make additional efforts in terms of R&D+I to thus increase the values of the general indicators included in the tables above. This additional effort also implies giving priority to R&D+I in the five focus areas and their respective plans, projects and groups of excellence. This prioritisation of the focus areas and groups of excellence will imply significant increases (well above the average) for the basic indicators of excellence, namely, indexed publications in the first quarter, competitive projects, European and international projects, etc.

All these measures will serve as the basis for the ACM 2015 project and will enable the aggregated universities responsible to clearly position themselves as a pool of reference of excellence in R&D+I in these focus areas by 2015.

Educational impact

- 10,000 graduates annually, educated within the European Higher Education Area framework and participants in an evaluated and quality teaching-learning model based on **competencies and values**.
- Implementation of a **new offering of joint graduate programmes** which will position the aggregation as an option of reference internationally for **programmes of excellence specialised in the focus areas**.
- More than 100 PhDs annually through the new **International Doctoral School**, specialising in the **focus areas** and participating in an **innovative, multidisciplinary and inter-university experience**.
- Development of the **focus area, “Education: Innovation, competencies and values”**, which will provide new value to the redefinition of the educational system and generate and transfer knowledge back into the system, in general, and the higher education area, in particular.
- Creation and development of the **Deusto International Tuning Academy (DITA)**, an international centre of reference in the Global Higher Education Area.



Indicator Code	Description	Initial Value	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Ind C.1.1	Number of international events organised on pedagogical innovation, competencies and values	0	1	1	1	1	1
Ind C.1.2	Number of manuals of good practices regarding pedagogical innovation, competencies and values	0	1	2	3	4	5
Ind C.1.3	Number of projects developed by DITA (Deusto International Tuning Academy)	0	1	3	3	5	5
Ind C.2.1	Number of official joint Master's degrees	0	1	2	4	4	5
Ind C.2.2	Number of joint Life-Long Learning or Executive Education programmes	2	3	4	5	7	10
Ind C.2.3	Number of joint international degrees	0	1	1	2	2	3
Ind C.3.1	Create and launch the international Doctoral School	No	Yes	Yes	Yes	Yes	Yes
Ind C.3.2	Number of joint doctoral programmes in the thematic focus areas	0	1	2	3	4	5
Ind D.1.4	Number of foreign pre-doctoral researchers (connected to the Doctoral School) and research groups-focus areas	98	100	110	120	135	150
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

Ad hoc indicators for ACM 2015



	Indicator	Initial Value	2013	2015
Ind. C.1	Number of undergraduate students	26.542	27.072	27.732
Ind. C.2	Number of students in official university Master's programmes	3.097	3.522	3.842
Ind. C.3	Number of students in University Master's programmes	2.926	3.247	3.613
Ind. C.4	Number of life-long learning students	5.204	5.414	5.839
Ind. C.5	Number of PhD students	923	957	1.106
Ind. C.6	Number of accredited undergraduate degrees	68	68	68
Ind. C.7	Number of university Master's degrees (EHEA)	99	108	111
Ind. C.8	Number of faculty	4.057	4.114	4.173
Ind. C.9	Number of ETCS professors	1.305	1.348	1.408
Ind. C.10	Graduation rate	70,3%	72,3%	74,8%
Ind. C.11	Efficiency rate	80,6%	83,3%	85,8%
Ind. C.12	Drop-out rate	15,2%	14,5%	13,8%
Ind. C.13	Performance rate	79,3%	81,5%	83,8%
Ind. C.14	Job placement rate	91,0%	92,0%	94,0%
Ind. C.15	% of graduates finding their first job in their field of study	89%	91%	91%
Ind. C.16	% of programmes using innovative learning platforms	91%	98%	98%
Ind. C.17	Students satisfaction index (0-10)	7,2	7,9	8,1
Ind. C.18	Number of library-CRAI seating	4.314	4.386	4.536
Ind. C.19	Number of books	3.035.273	3.258.751	3.333.944
Ind. C.20	Number of periodical subscriptions	42.237	42.892	43.482
Ind. C.21	Annual investment in new bibliographic material	2.402.803	2.450.859	2.499.876
Ind.D.1	Percentage of foreign students in undergraduate programmes	6,6%	10,0%	14,0%
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 professors who have participated in mobility programmes in the last three years	442	607	876
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

General indicators for the aggregated university activities

Without doubt, teaching excellence is one of the basic elements of Universitat Ramon Llull's, Universidad de Deusto's and Universidad Pontificia Comillas' identity. This pedagogical excellence is based on the universities' own educational models, their pioneering role in the introduction of a teaching-learning model based on competencies and values, and the integral education of the person as a *sine qua non* condition for an education of excellence.

ACM 2015 as an aggregation currently encompasses (in rounded figures) 26,000 undergraduate students, 12,000 graduate students (Master's, PhDs and postgraduates) and 4,000 faculty members. 100% of its degrees (68 undergraduate degrees and 99 university Master's) are accredited and fully adapted to EHEA requirements. In addition, the three universities boast very high graduation, efficiency and performance rates as well as outstanding job placement, job fit and satisfaction rates.

In the area of pedagogy and adaptation to EHEA, the aggregation aims to consolidate the offering of undergraduate degrees and their level of academic excellence, progressively implementing the model in second, third and fourth-year courses and furthering the educational model based on competencies and values.

Along with the above, the primary added value of the aggregation will be offering joint Master's and PhD programmes and the creation of the International Doctoral School which will be closely linked to the focus areas and R&D+I. As such, the focus areas are destined to become a key identity feature of a specialised offering of graduate programmes which are an international reference.

ACM 2015's pedagogical internationalisation strategy is thus based on three pillars:

- Significantly increasing the percentage of students and faculty members from abroad, especially at the Master's, PhD and postgraduate level;
- The aggregation becoming an international reference, especially in the focus areas; this role will lead to: greater visibility and attractiveness of its offering, joint international degrees and the International Doctoral School in the focus areas, greater attraction of talent, Erasmus Mundus Master's and participation in European and international projects; and
- Incorporating the use of English as a co-vehicular language, becoming even the vehicular language for some programmes, all within a multilingual context.

Lastly, it's also worth noting the role of the Deusto International Tuning Academy as an international reference of excellence for the development of global teaching-learning models and the creation of the Global Higher Education Area.

Economic impact

- **Direct and indirect economic activity** generated as a result of teaching, research and transferal activities by the aggregated universities and the transfer of knowledge into economic value, the result of being orientated towards challenges and the global conception of R&D+I.
- Incorporation of **50,000 new professionals** into the job market from 2011 to 2015, students educated in the new model of excellence based on competencies and values, orientated towards innovation and entrepreneurship and capable of acting as global professionals.
- Development of the **focus area, “Management and social responsibility”**, with a line of research dedicated specifically to the inclusion of ethics in economic and business models.
- Maintenance of **quality jobs** at the universities themselves and the creation of **10% more jobs** based on the full development of the ACM 2015 project.

All university teaching, research, innovation and social transferal activities have an economic dimension. The set of objectives, projects and actions described in the five fields of action within this report and the 25 specific impacts described in this document, independently of their nature and beyond their simple budgetary translation, have an economic impact.* The ACM 2015 project has defined a total budget of 466 million Euros for the period 2010-2015.

In addition to this impact, we also have to consider the primary asset of all economic and business activity: people. From 2011 to 2015 the aggregated universities will provide 50,000 new people for the job market, 50,000 highly qualified professionals trained in competencies and values, multilingual and ready to carry out their careers in global settings.

We should also underscore that in-company and executive education programmes are a part of the aggregated universities' core activities. ESADE, Deusto Business School and ICADE are today significant international references in executive education.

This solid base will also allow us to develop the “Management and social responsibility” focus area (applying it to undergraduate and, especially, graduate programmes, the International Doctoral School and R&D+I), reinforcing the role of the aggregation as an international reference in the management field. One of the specific lines of research in this area will be the ethical and social dimensions of economic and business models.

* Bearing this point in mind, we should include here all the impacts related to the aggregation itself, R&D+I and transferal, education, the environment, society and culture. Given that they are already discussed in their respective sections, they are not reproduced here.

Environmental impact

- Improvement in the quality of life at our campuses stemming from the integral and integrating application of **master plans on environmental sustainability** (land use, energy consumption, alternative energy sources, pollution, waste management, environmental impact, environmental audits, raising environmental awareness amongst the university community members, etc.) and **accessibility** (physical, social and communicative), affecting campus spaces, infrastructures and facilities.
- **Campus interaction/dialogue with the territory and urban and social settings** in which they were created and where they continue to grow.
- Development of the **focus area, “Energy and sustainability”**, in terms of providing economic energy solutions which are socially and environmentally sustainable and respect biodiversity.

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	0	200	0	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

Ad hoc indicators for ACM 2015

Indicator		Initial Value	2013	2015
Ind.E.1	Percentage of academic services accessible online	45%	60%	75%
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	1.063

General indicators for the aggregated university activities

In addition to being international, a campus of excellence in the 21st century has to be sustainable and socially responsible and maintain constant dialogue with the environment in which it finds itself. These values (sustainability, social responsibility, and interaction) are perfectly in line with the ideals of the aggregated universities.

The substantial and positive change in the indicators reflects the aggregated universities' and the entire aggregation's firm commitment to environmental quality, sustainability and accessibility (physical, social and communicative). It represents a commitment which translates into specific forums, working groups and, especially, aggregate master plans on sustainability and accessibility.

The critical mass afforded by the aggregation and its excellent research groups will also enable us to develop the focus area, "Energy and sustainability", making the aggregation an international reference in this strategic area.

Social and cultural impact

- Development of a **local and global innovation and social transferal model** based on the focus areas and orientated towards the resolution of social challenges.
- **Creation of four innovation and social transferal centres** in the cities and territories where the aggregated universities' primary campuses are found.
- Creation of a powerful **business, institutional and social linkage cluster** based on the aggregated universities' alumni networks and existing linkage clusters.
- Development of **our own shared University Social Responsibility model and strategy** inspired by the Humanist ideals of the aggregated universities and applied to active policies of inclusion, solidarity and cooperation.
- Transformation of the **aggregated universities as intercultural spaces of reference** both locally and globally.



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	0	200	0	250
Ind E.2.2	Number of aggregate sector-specific work groups on health and wellbeing, sexual equality, participation, employment, inter-culturalism, 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
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
Ind A.3.1	Number of members in institutions' alumni	55.672	56.785	58.489	59.659	61.449	63.906
Ind A.3.2	Number of focus area joint events organised by the aggregated institutions' alumni networks	0	1	2	3	3	3
Ind A.3.3	Number of agreements with Companies, Institutions and Social bodies	5.361	5.468	5.523	5.633	5.690	5.803
Ind A.3.4	Number of events with companies, institutions and social bodies organised within the aggregation framework	0	1	2	3	3	3

Ad hoc indicators for ACM 2015

Indicator	Initial Value	2013	2015
Ind. E.2	Number of website visitors	10.417.762	12.535.016
Ind. E.6	Número de plazas en residencias universitarias	592	1.063
Ind. E.7	Number of volunteer, solidarity and cooperation programmes in which the university participates	110	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	1.730
Ind. E.9	Own resources dedicated to scholarships (in Euros)	5.000.000 €	6.600.000 €
Ind. E.10	Number of students receiving scholarships from the university itself	2.685	2.979

General indicators for the aggregated university activities

In addition to building sustainable habitats made to human scale, our campuses have to maintain constant dialogue and interact with our cities and environments, an interaction which is spatial, institutional, social and emotional. 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 four centres of knowledge, development, innovation and social transferal in the four affected cities.

The linkage cluster also includes two rings of special importance, the alumni network and the network of institutions, companies and society. These are supported by the respective universities' alumni associations and their particular linkage clusters. The more than 55,000 associated alumni between the three universities and more than 5,000 agreements with institutions, companies and social entities are the starting point. They represent a significant critical mass with which to develop a new aggregated dynamic linked especially to the ACM 2015 objectives and focus areas.

For its part, social responsibility is a part of the aggregation project's very DNA and will be reflected in international forums, working groups and master plans dedicated to health and wellbeing, gender 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 existing programmes, the active commitment by more than one thousand university community members and the decision to reinforce this policy from 2010 to 2015 attest to the practical application of the aggregation's ideals to promote justice and human development.

Without doubt, Aristós Campus Mundus 2015, a project committed to socially responsible and sustainable innovation, is based on two pillars: aggregation and specialisation. This aggregation has three dimensions: the nucleus (consisting of the aggregated sponsoring universities, namely Universitat Ramon Llull, Universidad de Deusto and Universidad Pontificia Comillas, the international aggregation (in terms of the advanced strategic cooperation with Georgetown, Boston College and Fordham universities) and the business, institutional and social linkage cluster, a reflection of the university-society binomial.

The aggregation will specialise in five focus areas and guarantees the excellence of the aggregated universities' research teams in these areas. The aggregate, specialised and internationalised R&D+I carried out will be decidedly orientated to solve social challenges, maximise social return and exercise University Social Responsibility.

The full development of the two pillars (aggregation and specialisation) within the ACM 2015 project framework will represent a truly qualitative leap in the aggregated universities' internationalisation and their repositioning as universities of excellence and international references.