

EXECUTIVE SUMMARY

Project Presentation. Aggregation

The current **Aristós Campus Mundus 2015** (ACM 2015) project reflects the strategic aggregation of three historical, non-profit, private and prestigious universities in Spain, namely **Universidad de Deusto (UD)**, **Universidad Pontificia Comillas (UPCO)** and **Universitat Ramon Llull (URL)**. UD and UPCO belong to the Catholic Church and are managed by the Society of Jesus. UD has campuses in Bilbao and Donostia-San Sebastián and was founded in 1886. UPCO was founded in 1890 with its main campus in Madrid. URL, created in Barcelona in 1990, was the first private university in Spain. It is federal by nature and Christian in inspiration, integrating various prestigious Catalan institutions (some over a hundred years old) in a federated fashion, all dedicated to higher education and research.

During the 2009/2010 academic year, the three universities had a total of 38,692 students (14% of which were international in origin) and 4,057 faculty members, and they offered a total of 165 undergraduate and graduate degrees fully adapted to EHEA requirements at their 35 university centres.

The three universities offer an integral university project of excellence providing service to society. The most relevant features of our university model are:

- ▶ Their private and not-for-profit nature, with an agile governance structure which includes a culture of financial responsibility and accountability, the result of their commitment to students, their families and society in general.
- ▶ An innovative, creative and customised pedagogical model which places people and their integral education and values at the heart of the universities' first mission.
- ▶ Activity in the R&D+I field which is growing in volume, visibility and international recognition, orientated towards the general progress of knowledge, permanently updating our faculty's knowledge and pedagogical quality and transferring research results back to society.
- ▶ Universities which take care of the different elements within the third University mission, from transferring R&D results to Life-Long Learning, as well as maintaining a special bond with professional sectors which are also involved in educational activities.

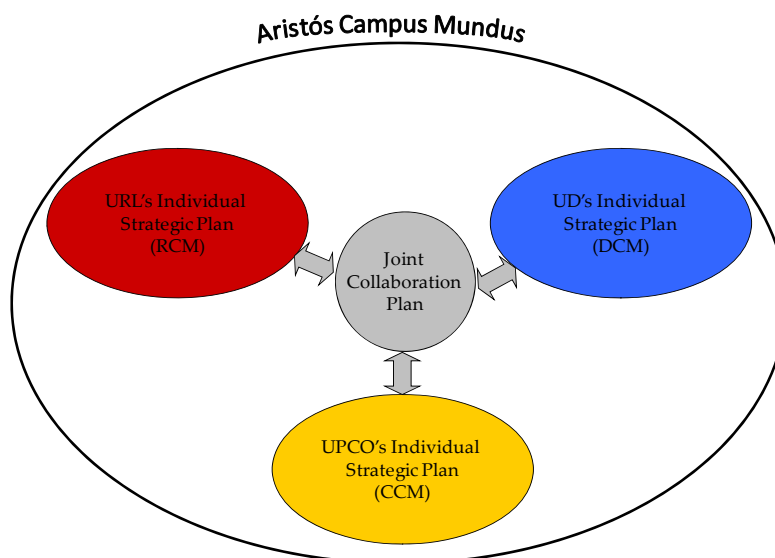
ACM 2015 represents a qualitative leap which can be summarised by the phrase, ***from quality to excellence***. Numerous activities at the three universities already offer high levels of excellence and benefit from social recognition. Some of these, especially at the pedagogical level, already serve as clear international references. The aim, as such, is to specialise and improve certain aspects to balance the three university missions and project them internationally, increasing the universities' competitiveness and attractiveness on the global stage. It is a feasible vision, built upon a solid reality and which is based on our will and the Plan presented herein. It is a vision which is clearly ***committed to socially responsible innovation***.

Our aggregation is also expanding as the result of a collaborative agreement signed with **Georgetown University**, **Boston College** and **Fordham University**, representing the result of our efforts to capitalise on the university networks we already belong to, in particular, the Society of Jesus and La Salle networks. Collaboration with these universities abroad will centre primarily on the focus areas and R&D+I. This agreement, along with our already extensive international network, represents one of the pillars of our internationalisation policy. As regards aggregation policies, ACM 2015 foresees expanding itself through the *linkage cluster* concept, incorporating the different social agents already collaborating with the different universities.

ACM 2015: Structure and Governance

ACM 2015's structure consists of two central components: (1) a Joint Collaboration Plan between the three universities and (2) the link between the three universities' Individual Strategic Plans and the Joint Plan. ACM 2015's true *muscle* and strength is precisely this link between the individual

plans and the Joint Plan, although ACM 2015 should be seen as the sum of the three individual plans linked by means of the Joint Plan, representing the hardcore of the Aggregation.



The Plan's correct development is ensured through careful governance and monitoring undertaken by means of an "Aggregation Office". This mechanism consists of collegiate management structures between the three universities with a technical secretariat and various bodies to coordinate the different fields of action.¹

In the 2009 call for Campus of International Excellence, both UD and URL presented their respective Strategic Plans and were both deemed to be "Promising CIE Projects". Since then, the two projects have undergone a process to improve them based on the comments received from the evaluation committees and results from the first months of their implementation. As such, UD's and URL's respective Individual Strategic Plans included within ACM 2015 are an improved version of the projects presented in 2009.

ACM 2015: Primary Areas of Activity. Impact and Results

The ACM 2015 action plan is structured around five fields of action which, in fact, encompass the eight fields included within the User's Guide: (A) Aggregations, alliances, networks and linkage cluster, (B) Focus areas, scientific improvement and transferal, (C) Pedagogical improvement and adaptation to EHEA, (D) Aggregation project internationalisation, and (E) Campus transformation and participation in the sustainable economic model. As a whole, ACM 2015 encompasses a total of 14 objectives to be achieved by means of 21 projects.

The project's fields of actions can be summarised as follows:

a) Aggregations, alliances, networks, and linkage cluster

The aggregation's governance and correctly implementing ACM 2015 are vitally important elements within the Joint Collaboration Plan. Similarly, special attention is given to expanding our aggregation both internationally and locally with the social agents in our most immediate surroundings. To this end, the Plan includes: (1) developing the ACM 2015's governance structures and processes, (2) creating the mechanisms necessary to expand the aggregation at the international level, (3) creating an aggregated network amongst the three universities' alumni, and (4) developing an institutional, business and social network stemming from the three universities' individual linkage clusters or networks.

¹ See page 27 in the Project's Description Document for further discussion of this concept.

b) R&D+I and focus areas

One of the primary pillars of this collaboration is focused on R&D+I and thematic specialisation around what we have called *focus areas* (FA). A focus area is not a given scientific discipline; rather, it is more of a thematic area of specialisation in which numerous scientific disciplines take part to resolve a concrete social challenge.² Based on these FAs, the Plan aims to: (1) coordinate the three universities' research groups by means of *Distributed Research Centres*, extending this coordination to the three universities from the United States; (2) coordinate the current systems used to transfer results; and (3) create an online science and technology, business and innovation E-Park.

c) Pedagogical improvement and the EHEA

In this field, the three universities offer their own successful teaching-learning model based on the development of competencies and values. The Plan includes: (1) sharing the best practices in pedagogical innovation, (2) establishing the bases upon which to define joint degrees, especially programmes which can serve as an international reference and as a means to attract talent, and (3) structuring the current doctoral programme around a joint Doctoral School.

d) Internationalisation

With the consolidated international presence of the three universities, especially in terms of graduate programmes and alumni, the Plan aims to: (1) foment new mechanisms to improve our talent attraction and recruitment efforts whether in terms of students, academic and research staff or administrative and service staff; (2) encourage our participation in international pedagogical and research networks; and (3) extend the international aggregation project to a limited though progressive number of prestigious universities.

e) Campus and social responsibility

University Social Responsibility values impregnate many of our universities' day-to-day activities. They give shape to not only the classic university missions but are also manifest in different elements such as the conception of the campus itself, its integration in the surrounding territory and the adoption of measures to promote equality and sustainability. Within this context, the Plan aims to: (1) reinforce the integral vision of the campus (in terms of quality, facilities, infrastructures, spaces, etc.), (2) reinforce the values of sustainability, accessibility, participation, inclusion, health, equality, employment, inter-culturalism, solidarity and cooperation, (3) strengthen interactions with the cities and regions, and (4) foment cooperation with institutions, companies, social entities and the media.

The Plan's correct implementation will be measured by means of a series of indicators, including both general and classic ones and specific or ad hoc indicators for monitoring the accomplishment of the Joint collaboration Plan. Similarly, ACM 2015 also identifies a set of qualitative impacts expected from the execution of the Plan.

ACM 2015: Budget

The global budget assigned to ACM 2015, which includes both the Joint Collaboration Plan as well as the different linked projects and actions in the three universities' Individual Strategic Plans, ascends to a total of € 466 M for the next five years. Worth noting is that 36 % of this total, without including construction and building remodelling costs, corresponds to investment in R&D+I.

² These focus areas are: (1) Social innovation and change, (2) Management and social responsibility, (3) Education: Innovation, competencies and values, (4) Health and biosciences, and (5) Energy and sustainability.