2. 2. Scientific improvement and the transfer of knowledge (Area B)
The Iberus Campus will attempt to position itself as a prestigious, leading organisation in the scientific and technology field, in the areas of specialisation for which it is organised into three basic elements:

• Design of appropriate strategies to achieve quality and excellence in research in the strategic lines of the Campus by promoting channels of communication among the members of the alliance and the internationalisation of research.

• Creation of the necessary structures and improvement of existing ones in order to generate an efficient transfer model for research results, promoting the evaluation of research results, strengthening collaboration between businesses and establishing enterprise as a trademark of the Campus.

• Channelling of promotional and dissemination initiatives activities in order to raise public recognition of the research work and the joint image of the Iberus Campus.

Starting point
With its scientific and technological alliance, the Iberus Campus aims to become a R+D agent that supports the socioeconomic development of the Ebro Valley, based on knowledge.

The Campus already has a wide range of scientific and technological infrastructures which allows it to offer services of the very highest standard to the university community and the productive sector of the four autonomous communities that make up the alliance, although the synergies that could be generated between them are not currently being exploited.

The main scientific and technological infrastructures are listed below, according to the strategic areas of specialisation of the Campus:
Health Technology

- Nanotechnology Research and Development Foundation in Navarre (FideNa)
- Principia Tech Navarre (PTN)
- Navarre Technological Medical Welfare Complex
- ICTS Medical Imaging Facilities of Navarre
- La Rioja Biomedicine Research Centre (CIBIR)

Energy and the Environment

- Pyrenean Institute of Ecology (IPE)
- National Centre for Renewable Energies (CENER)
- ICTS Biofuel Facilities of Navarre
- Energy Resources and Consumption Research Centre (CIRCE) Foundation and University Research Institute
- Carbochemistry Institute (ICB)
- Vehicle Repair Research Institute (Zaragoza Centre)
- IUI in Environmental Sciences Aragon (UCA)
- Combustion Technology Research Laboratory (LITEC)
- Zaragoza Logistics Centre attached to The University of Zaragoza
- Pyrenean Ecology Institute (IPE)

- Lleida Biomedical Research Institute (IRBLLEIDA)
- Aragon Material Science Institute (ICMA)
- IUI Homogeneous Catalysts (IUCH)
- IUI in Nanoscience (INA)
- ICTS Advanced Electronic Microscopy Facilities
- IUI Engineering of Aragon (I3A)
- Biomedical Research Networking Center in Biomaterials, and Nanomedicine (CIBER-BBN)
- Biomedical Research Centre of Aragon (CIBA)
- Aragon Institute of Heal Sciences (I+CS)
- IUI Biocomputation and Physics of Complex Systems (BIFI)
- IUI Mathematics and Applications (IUMA)

- Foundation for Development of New Hydrogen Technologies in Aragon
- Sustainability Technology Research Centre (CRETESOS)
- Motor Technology Park of Aragon
Agrifood and Nutrition

- National Centre for Food Technology and Safety (CNTA) Ebro Laboratory
- Agrobiotechnology Institute (IdAB)
- Agrarian Management Technical Institute (ITG Agricola)
- Livestock Management Technical Institute (ITG Ganadero)
- La Rioja Agrifood Innovation and Technology Centre (CITA)
- Meat Industry Technology Centre of La Rioja (CTIC)
- Mushroom Research Technology Centre (CTICH)
- Vine and Wine Sciences Institute (CVV)
- Agrifood Technology Research and Development Service (CIDA)

- Animal Production Research Centre (CIPA)
- Forest Technology Centre of Catalonia (CTFC)
- Foundation Centre Udi - IRTA
- Agricultural Science and Technology Park of Lleida (PCITAL)
- Agrifood Research and Technology Centre of Aragón (CITA-a)
- Seed and Seedling Centre (CSPV)
- Agrifood Transfer Centre
- Aula Dei Experimental Station (EEAD)
- Mediterranean Agro-economics Institute of Zaragoza (IAMZ-CIHEAM)
- Agrifood Laboratory
- Aula Dei Science and Technology Park
- Food Science and Technology Pilot Plant (PPCTA)

Records, Heritage and Identity

- Institute of Upper Aragon Studies
- Historical Records Centre (coming soon)
- International Spanish Language Centre (CILENGUA)
- Dialnet / Dialnet Foundation
- Cervantes Institute
- Riojan Studies Institute

- L’Institut d’Estudis Ilerdencs (IE)
- Identity and Society Research Centre (IRIS)
- Institución Fernando El Católico (IFC)
- Institute for Islamic and Near East Studies (IEIOP)
- Institute of Teruel Studies
Regarding the attraction of talent, the universities of the alliance now have programmes used for this purpose such as the annual grants programme for the addition of technologists to businesses and technology centres of the University of La Rioja, the programme from the Catalan Institute for Higher Education at the University of Lleida and promoted by the Catalan government, the “Ramón y Cajal” programme where the University of Zaragoza is establishing stabilisation policies for its researchers, the programme that the Aragón R+D Foundation (ARAID) has set up with the Government of Aragón for the recruitment of prestigious researchers (currently the University of Zaragoza has 12 researchers recruited this way) or the programme for the addition of research technical support, both to groups of excellence and to university research institutes connected to the University of Zaragoza.

The key for the alliance will be designing shared strategies in order to attract the best people in research connected to the quality projects set up on the Campus (see main goals and projects in areas D and E).

The universities of the Campus have carried out a set of positive experiments regarding the transfer of knowledge function that generates economic value. The universities have been developing innovative areas about the relationship between businesses and knowledge for many years.

One example of this is the Office for the Management of Innovation, Knowledge Transfer and Assessment of Patents, UNIVALUE, which the universities of the G9 group have set up. The objective is to achieve greater identification of research results with potential economic value through professional management.

In some of its duties (especially in assessment), this management is shared by universities that are located nearby and of a similar size, so that a balance between the interests of all of them can be reached.
The alliance of the abilities of the existing units for the transfer of knowledge in the universities with the purpose of stimulating the whole of the Campus will be a key point in the strategy. In the short-term, the links between the Research Results Transfer Offices will be improved, creating a network that is capable of sharing information and opportunities.

Some of the main actions that are being carried out at each of the universities in this area are listed below, which enable a more complete examination of the starting point of the Campus:

**University of Zaragoza:**
- "Office of European Projects" (OEP), assessing and facilitating presence in international programmes and improving the competitive position in existing lines of research
- Programme of Spin-Off companies
- Programme of assessment and presentation of the scientific production of the research groups (SIDERAL)
- Programme of incentives associated with research activity (IRDI)
- Programme of professionalization of research managers

**Public University of Navarre:**
- "Incubator for University Companies" for the creation of companies based on university technology
- ULCC: University Laboratory for the Creation of Companies
- Research Groups Promotion Plan (Basal financing)
- Group Competitiveness Plan (for groups of excellence)

**University of Lleida:**
- "Technological Trampoline" unit specialising in assessment and transfer activities

**University of La Rioja**
- Institutional programme for the creation of technology based companies (CEBICUR)
- European Project Management Unit
- Informative seminars about research carried out
- Programme of commercial visits to companies in order to raise awareness of the technological programme
The objective of the creation of the Iberus Campus is to strengthen research and knowledge transfer policies through a communal, shared strategy by the alliance based around the areas of specialisation.

<table>
<thead>
<tr>
<th>Item</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of indexed publications</td>
<td>2,013</td>
</tr>
<tr>
<td>No. of indexed publications in the first quartile</td>
<td>790</td>
</tr>
<tr>
<td>No. of research lines</td>
<td>3,586</td>
</tr>
<tr>
<td>No. of awarded European projects</td>
<td>47</td>
</tr>
<tr>
<td>No. of coordinated European projects</td>
<td>10</td>
</tr>
<tr>
<td>No. of researchers taking up residencies abroad</td>
<td>216</td>
</tr>
<tr>
<td>No. of researchers from other institutions</td>
<td>58</td>
</tr>
<tr>
<td>No. of spin-off companies</td>
<td>25</td>
</tr>
<tr>
<td>No. of contracts with companies</td>
<td>815</td>
</tr>
<tr>
<td>No. of users of the scientific and technological services</td>
<td>4,633</td>
</tr>
<tr>
<td>No. of technological bids made</td>
<td>1,417</td>
</tr>
<tr>
<td>No. of transfer agreements</td>
<td>236</td>
</tr>
<tr>
<td>No. of licences</td>
<td>19</td>
</tr>
<tr>
<td>Revenue from licences</td>
<td>81,500</td>
</tr>
<tr>
<td>No. of registered patents</td>
<td>43</td>
</tr>
<tr>
<td>No. of requests for services</td>
<td>8,688</td>
</tr>
<tr>
<td>No. of companies located on the Campus</td>
<td>2</td>
</tr>
<tr>
<td>No. of “external” companies located on the Campus</td>
<td>5</td>
</tr>
</tbody>
</table>

**OBJECTIVE**

**B1.** Consolidate an improved research of excellence based on the areas of specialisation of the Iberus Campus

**ACTIONS**

**B.1.1. Establishment of ambitious R+D+I projects within the framework of the strategic alliances**

Regarding objective “A.3. Development of a policy of strategic alliances with prestigious national and international universities”, this action is proposed as a way of achieving national, international and European recognition for aspects of each of the areas of specialisation in the field of science and technology.

In this regard, the R+D+I strategic plan of the Iberus Campus will be implemented with the aim of having a clear strategy that is aligned with the various strategies that the Campus proposes, which are listed in Area E.

The plan will include the following aspects:

- It will make use of personal and institutional experience in R+D+I strategic decision making
- It will have a multi-annual, stable framework where priorities can be identified
- It will have instruments to force the university community to follow it:
  - Teaching and research staff vacancies
  - Own R+D programme
- It will have sufficient human and material resources
• It will promote strategic alliances
• It will establish interaction with the private sector and with other public research centres
• It will improve internal structures
• It will contribute to the generation of a new business community

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 object.</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of implementation of the R+D+I Plan of the Campus</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>No. of R+D+I programmes</td>
<td>-</td>
<td>15</td>
</tr>
</tbody>
</table>

**B.1.2. Establishment of agreements with driving companies/organisations for the development of impact projects in the areas of specialisation**

The objective of this action is to organise the identification, definition and setting up of agreements with partners of the Iberus Campus, as in the case of the SOLVENTYA project, where ENDESA and ACCIONA both participate. In this way, the potential of the alliance’s partners (see Area E) will enable major projects to be carried out in the various areas of specialisation of the Campus, thereby promoting excellence in research, the transfer of knowledge and the regional development of the Iberus Campus surroundings.

**No. of impact projects**

- 16

**No. of agreements with key companies/organisations**

- 16

**B.1.3. Recruitment programme for internationally recognised researchers, for their addition to the most high profile groups**

This programme will have the support of regional programmes (ARAID and ICREA), as well as of the EURAXESS programme (researchers in motion) from the European Union, in order to establish suitable shared recruitment and hiring policies that are based on one single overall policy for the recruitment of international talent. The programme will be supported by the resources needed for its introduction and implementation in short and medium-term planning that will guarantee the achievement of the specifically proposed objectives:

• Increase the number of top quality international researchers in the areas of specialisation of the campus by 32%
• Improve the dissemination mechanisms for the calls for national and international grants. In this regard, the promotion will be carried out by the...
Marketing and Communication Unit and will be one of the basic objectives of the International Marketing Plan of the Campus (see Area A)

• Select the most suitable people for the open lines of research for each of the areas of specialisation in order to have their collaboration on certain projects.
• Provide greater funding for grants for pre and post-doctorate researchers

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of researchers from other institutions</td>
<td>58</td>
<td>80</td>
</tr>
<tr>
<td>No. of researchers who take up residencies abroad</td>
<td>216</td>
<td>300</td>
</tr>
</tbody>
</table>

B.1.4. Programme for the recruitment of young researchers to recognised research groups, thereby promoting the necessary generational cover for the maintenance and consolidation of existing recognised positions

This action is related to the previous one, which attempts to promote generational cover in the internationally recognised research groups through a specific programme that will guarantee the availability of places by area of specialisation and year.
OBJECTIVE

B2. Establishment of a scientific coordination strategy for the Iberus Campus based on excellence as an area of growth and innovation

ACTIONS

B.2.1. Supply of a research map that will enable people to be aware of and to see the research lines and their strategic position, as well as their prestige and quality.

The preparation of a research map for the Campus is based on the need to define quality profile in research, producing the “identifying prestige profile” in the international community and the need to develop specific related scientific campuses that encourage territorial inter-connection.

This map will enable the following:

• Identification of specific lines of research associated with the demands of the region and possible synergies between the universities
• Development of an inter-campus scientific policy
• Consolidation of research of quality on the various campuses of each university
• Provision of infrastructure to current campuses that facilitates cohesion
• Assessment and valuation of human, material and area resources of each of the existing campuses
• Improvement of the characteristics and specific aspects of each campus in order to encourage development of the socioeconomic environment
• Offering of incentives for inter-campus collaboration, coordinated by the “campus leader(s)” in certain thematically defined areas

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of the Research Map</td>
<td>NO</td>
<td>YES</td>
</tr>
</tbody>
</table>

B.2.2. Creation of the Scientific Coordination Office (SCO-Iberus)

The Scientific Coordination Office will be responsible for identifying, planning and organising the research work of the specialisation lines of the Campus. In this way, it will be able to coordinate the existing equipment and infrastructures in the different units of the universities of the Campus by proposing actions that will improve efficiency in the use of facilities.

This unit will also be responsible for carrying out the monitoring and control of the results obtained, analysing any possible deviations from forecasts, proposing improvements and relevant recommendations that will be passed to the Executive Committee, thereby establishing itself as a monitor of the shared research lines and making scientific possibilities visible.

The objective of this action is to achieve alignment between the lines of research opened by each of the universities of the Campus around the strategic areas of specialisation, thereby defining a common working framework.
**B.2.3. Implementation of a strategy for shared use of the scientific and technological infrastructures of the campus, promoting a common framework for their use and detecting needs for updating and acquisition of new equipment**

The four universities that make up the Campus undertake to prepare a plan for the optimisation of infrastructures, equipment and services with the objective of identifying synergies that will improve the sustainability of the Campus itself and reduce fixed costs. This plan will provide a common framework for their use, detecting any needs for updating or the need to acquire new equipment. A common visibility plan for the infrastructures will also be necessary, together with a shared programme both for the researchers of the Campus and for companies and Public Research Bodies outside of the Campus.

**B.2.4. Investment plan for the acquisition of scientific and technological infrastructures that will enable the Iberus Campus to position itself as part of the international elite in the areas of specialisation**

The Iberus Campus intends to be an internationally respected centre regarding excellence in research, improving this respect through the improvement of the scientific and technological infrastructures that the alliance has and which are described in section 2.5 of this report in an annex, including a list of its infrastructures.

As a whole, the alliance has several singular scientific and technological infrastructures. In order to improve the research work of the scientific groups it is proposed to prepare an investment plan regarding scientific and technological infrastructures for the entities that make up the strategic alliance of the Campus. The objective is the modernisation of facilities so as to improve the use, savings and quality of the research work on the Campus.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Execution of the optimisation plan</td>
<td>No</td>
<td>YES</td>
</tr>
<tr>
<td>% of shared infrastructures</td>
<td>-</td>
<td>80%</td>
</tr>
<tr>
<td>% of fixed cost savings</td>
<td>-</td>
<td>25%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Execution of the investment plan</td>
<td>No</td>
<td>YES</td>
</tr>
</tbody>
</table>
OBJECTIVE

B3. Promote lines of research with future potential by using the synergies between the various groups/teams of the Iberus Campus

ACTIONS

B.3.1. Development of a consolidation programme of multidisciplinary lines between the universities and the research centres of the Campus

It will be necessary to detect the lines of research with the greatest future potential, based on the research map of the Iberus Campus, prepared by the Scientific Coordination Office. It will therefore be essential to have the advice of the scientific advisory committee of the Campus in order to establish the most appropriate fields of research.

B.3.2. Creation of a programme of leaders responsible for identifying the possibility of being awarded high-level national and international projects

This action will enable the establishment of a new management and support structure for research, by bringing together a group of professionals that will collaborate with the researchers of the Campus in the generation of bids for high impact projects, simplifying identification and management work in their applications. It will be necessary to collaborate with the present management services of the entities that make up the Campus and establish specific training programmes that will enable there to be highly-skilled leaders with knowledge of the generation of bids in highly competitive tenders both nationally and in Europe.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of projects identified by the leaders</td>
<td>-</td>
<td>15/year</td>
</tr>
<tr>
<td>Specific programmes for the training of leaders</td>
<td>-</td>
<td>2</td>
</tr>
</tbody>
</table>

B.3.3. Creation of a mobility programme for post-doctorate researchers through residencies at internationally respected universities

A common mobility programme will be prepared in order to raise the quality and internationalisation of teaching and research staff. Therefore, a system of incentives will be organised, enabling the taking up of grant-supported residencies at major international universities for which the following aspects will be
considered:
• Alignment of the research activity with the established lines of research of the Campus
• Possibility of the integration of teaching and research
• Research results
The attendance of scientific seminars and conferences will also be promoted, through support for the presentation of speeches and communications in an increasing number of publications.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 object.</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of researchers that take up residencies abroad</td>
<td>216</td>
<td>285</td>
</tr>
<tr>
<td>No. of researchers from other institutions</td>
<td>58</td>
<td>100</td>
</tr>
<tr>
<td>No. of indexed publications</td>
<td>2,013</td>
<td>2,500</td>
</tr>
</tbody>
</table>

**OBJECTIVE**

**B4. Improve the company-campus model by promoting the transfer and evaluation of research results**

Universities should contribute to the economic, social and technological development of society. Therefore, one of the objectives of research is to promote closer ties with the business community, taking the following actions:

**ACTIONS**

**B.4.1. Creation of a shared commercial network for the Iberus Campus**

This commercial network will be based on a shared model of Open Innovation and its mission will consist of identifying the sectors for placement in the market, promoting and marketing knowledge and results that can be viably transferred from university research and, in short, efficiently exploiting research results, acting in agreement with the Scientific Coordination Office of the Campus.

There are numerous cases in which researchers themselves are unaware of the techniques or possibilities that the marketing of a development, product or service offers. Therefore, the connection of a group of specialised professionals to a common marketing plan is proposed, thereby promoting the positioning of the university as a centre for the development of innovative products and with a high capability for generating income.

This network will promote programmes for the addition of assessment managers, professionals in innovation, transfer and assessment of patents.
B.4.2. Creation of a programme for innovation managers

The main duties of these managers will be the detection of research results that can be valued, the creation of the technological product from the common research groups and structures and the commercial tracking of said product.

The objective of this programme is to raise the standard of competitiveness of the Campus and improve its innovative character.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 object.</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of innovation managers</td>
<td>-</td>
<td>25</td>
</tr>
</tbody>
</table>

B.4.3. Creation of an Innovation and Enterprise Centre (IEC)

This centre will be the hub for the promotion of university enterprise, by promoting criteria, a conducive environment, training and aid needed for the generation of new companies capable of valuing the knowledge generated on the Iberus Campus. Therefore, this centre will be directly linked to the International Postgraduate Centre (IPC) and its main duty will be to generate research and training in learning and innovation programmes in order to promote the training of students in this field and improving their employability and the transfer of knowledge.

The centre will also have a pre-incubator scheme for start-up companies with offices on all the campuses and the obtaining of seed capital will be channelled for the creation of technologically based companies.

This centre will include actions in the following areas:

- Horizontal enterprise training throughout the learning process
- Development of skills related to creativity and innovation
- Innovation management policies and training and development programmes for spin-offs.
- Setting up of a Masters in Research and Innovation that strengthens the commitment to the transfer of research to businesses, training professionals that will work in the research centres and in the businesses, managing the innovation. Its objectives are:

- Providing students with management and organisational knowledge, skills and aptitudes in the field of innovation
- Stimulating and promoting the application of innovative methodologies and techniques
- Training students in tools used in the management of research and innovation
- Creating a network of professionals with the necessary knowledge, skills and experience for the management of research and innovation
- Connecting the research and productive sector
- Improving employment stability
- Promoting the corporate survival and success of companies in the region of the Iberus Campus
<table>
<thead>
<tr>
<th>Indicators</th>
<th>Curr. sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of courses containing enterprise subjects</td>
<td>10%</td>
<td>50%</td>
</tr>
<tr>
<td>Existence of a pre-incubator with offices on all the campuses</td>
<td>NO</td>
<td>YES</td>
</tr>
</tbody>
</table>

**B.4.4. Creation of joint research centres with businesses**

These centres will be developed as joint research areas with businesses that encourage joint research between technologists and researchers, which represents a considerable added value in the communication and closer ties between the business and university community.

The establishment of joint research centres enables the development of joint R+D units between people from universities and businesses, carrying out their daily work in partnership and sharing not only objectives and goals, but also physical areas, thereby promoting personal interaction which is so important in the progress of technological innovation.

These joint research centres will have areas at the universities and their use will be limited to the established research contracts. Agreements with science and technology parks will also be developed, so that the joint centres of sufficient size can be located there.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. Of joint centres</td>
<td>-</td>
<td>4</td>
</tr>
</tbody>
</table>

**OBJECTIVE**

**B5. Improve the visibility of research activity internationally**

This objective is proposed for two different fields. Firstly, the objective is to improve international visibility for research results from the research lines and groups of the Campus, which will lead to new alliances that will make the creation and leadership of international joint networks possible. This visibility is closely related to the publication of articles in journals with a high impact factor, as well as to participation in international conferences.

Secondly, the objective is to carry out broader scientific dissemination that is less specific and education of the general public, as part of the social responsibility of the universities. In this way, research work and results will be communicated to the public, thereby stimulating curiosity and interest in scientific and technological achievements and, in short, raising the public estimation of research as a strategic element in social, cultural and economic development.
ACTIONS

B.5.1. Creation of a knowledge management tool for the Campus: “Iberus Global Knowledge Exchange (IGKE)”

The creation of a knowledge management tool like “Iberus Global Knowledge Exchange” is considered an essential element for developing the potential of the Campus, which will enable databases, major projects, publications and scientific and technological bids from each of the areas of specialisation of the alliance and each of the universities of the Campus to be shared.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of shared IGKE projects</td>
<td>-</td>
<td>10/area of specialisation</td>
</tr>
<tr>
<td>No. of publications integrated in the IGKE</td>
<td>-</td>
<td>80%</td>
</tr>
</tbody>
</table>

B.5.2. Promotion and consolidation as a permanent structure on the Campus of the Scientific Culture Units (SCU)

The SCU are the units responsible for channelling the promotional actions of the universities and the research centres. Therefore it will be necessary to coordinate the SCU of the Campus research agents, pooling promotional resources and generating a common strategy for scientific public information.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current Sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of SCU in the network in the Campus</td>
<td>3</td>
<td>8</td>
</tr>
</tbody>
</table>

B.5.3. Promotion and support for the participation of researchers in the diffusion and awareness raising regarding the research work they carry out.

Conducting training days in raising awareness which seek to show the public the research carried out through press conferences, dispatching interesting information to the various media, specialised debate forums etc. Their main objectives are:

- Coordinate the Scientific Culture Units
- Carry out specific actions of scientific awareness raising to the public which continue through the Campus.
- Achieve greater participation by researchers in awareness raising works about their results.
- Create a Campus Museum of Science
- Create a common Experts Guide

This action intends to improve the public image of the Campus by showing the general public the research work carried out in the main Campus areas of specialisation by the researchers themselves and also helping a public culture of science to grow.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of days training in raising awareness</td>
<td>66</td>
<td>70</td>
</tr>
</tbody>
</table>
B.5.4. Holding of research laboratories open days

The objective is to improve the recruitment of future students and university researchers through Campus research laboratory open days, both to the general public and aimed at teacher training and vocational training students.

The carrying out of these open days is conceived with the purpose of complementing the current “science hall” days where teaching staff and researchers go to institutes or vocational training centres to conduct workshops and activities or present experiments in the field of science and research.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of investigators participating in training days raising awareness</td>
<td>154</td>
<td>225</td>
</tr>
</tbody>
</table>

B.5.5. International dissemination and education regarding scientific activity

The objective of this action is to achieve greater international visibility for the research results of the Campus groups and organisations which will positively affect the development of new international alliances making the creation of new joint research networks or the improvement of existing ones possible.

This visibility is closely related to the publication of articles in magazines with a high impact factor as well as to participation in international conferences.

The main objectives of this action are:

- Increase participation and leadership in international projects.
- Increase the publications of quality and impact
- Develop a specific space on the Campus web site devoted to reporting the main lines of specialisation as well as all those scientific and technological results achieved by the different research groups.
- Use social networks

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of indexed publications</td>
<td>2,013</td>
<td>2,600</td>
</tr>
</tbody>
</table>
Summary area B:  
Actions with regard to Scientific Improvement and Transfer of Knowledge

B1. Consolidate an investigation of excellence strengthened from the Iberus Campus specialisation areas

1.1. Establish ambitious R+D+I programmes within the framework of the strategic alliances

   • B.1.1. Establishment of ambitious R+D+I projects within the strategic alliance framework
   • B.1.2. Establishment of agreements with driving companies/institutions for the development of impact projects in the areas of specialisation
   • B.1.3. Programme for the recruitment of internationally recognised researchers for their addition to the most high-profile groups
   • B.1.4. Programme for the recruitment of young researchers to recognised research groups, thereby promoting the necessary generational cover for the maintenance and consolidation of existing recognised positions

B2. Establishment of a scientific coordination strategy for the Iberus Campus based on excellence as an area of growth and motivation

   • B.2.1. Design of a research map that will enable people to be aware of and to see the lines of research and their strategic position as well as their prestige and quality.
   • B.2.2. Creation of the Scientific Coordination Office (SCO-Iberus)
   • B.2.3. Implementation of a strategy for shared use of the scientific and technological infrastructures of the campus, promoting a common framework for their use and detecting needs for updating and acquisition of new equipment
   • B.2.4. Investment plan for the acquisition of scientific and technological infrastructures that will enable the Iberus Campus to position itself as part of the international elite in the areas of specialisation

B3. Promote lines of research with future potential taking advantage of the synergies between the various groups/teams of the Iberus Campus

   • B.3.1. Development of a consolidation programme of multi-disciplinary lines between the universities and the research centres of the Campus
   • B.3.2. Creation of a programme of leaders responsible for identifying the possibility of being awarded high-level national and international projects
   • B.3.3. Creation of a mobility programme for post-doctorate researchers through residencies at internationally respected universities
Summary of area B (continuation: Actions with regard to Scientific Improvement and Transfer of Knowledge)

B4. Improve the company-campus interaction model by promoting the transfer and evaluation of research results

• B.4.1. Creation of a shared commercial network for the Iberus Campus
• B.4.2. Creation of a programme for innovation managers
• B.4.3. Creation of an Innovation and Enterprise Centre (IEC)
• B.4.4. Creation of joint research centres with businesses

B5. Improve the visibility of research activity internationally

• B.5.1. Creation of a knowledge management tool for the Campus: “Iberus Global Knowledge Exchange (IGKE)”
• B.5.2. Promotion and consolidation as a permanent structure on the Campus, of the Scientific Culture Units (SCU)
• B.5.3. Promotion and support for the participation of researchers in the diffusion and awareness raising regarding the research activities that they carry out
• B.5.4. Holding of research laboratory open days
• B.5.5. International dissemination and education regarding scientific activity