2.3. Transformation of the campus for the implementation of a socially integrated model and its interaction with the regional environment (Area C)
2.3. Transformation of the campus for the implementaion of a socially integrated model and its interaction with the regional environment (Area C)

The clear support shown to the Iberus IEC organisation by the four member autonomous communities and their regional and local governments shows the harmony with the territory where the activity of the Campus takes place and strengthens efforts made in the analysis of and proposals for solving the area's problems and current and future challenges, bearing in mind present national and international trends.

This transfer of knowledge, the training of qualified professionals and the development and application of new techniques is sought through the lines of research and teaching, basically in the areas of specialisation of the Campus.

Iberus Campus must also be capable of being at the service of society through the promotion and spreading of culture, a commitment to gender equality, the promotion of sustainable development, social cooperation and university cooperation in development.

The Campus must also be designed in such a way that it has green zones, accommodation for students, lecturers and researchers, accessible buildings and parking, common areas and suitable signposting, and must be integrated with the city itself through sustainable transport systems as well as having the appropriate areas for associations, public bodies and other entities.

Starting point

Iberus campus aspires to become a model institution in sustainable environmental management, serving as a reference to other institutions. With this objective numerous actions in environmental management, energy efficiency and “green purchase” have been set in motion.

In this regard and in relation to the commitment to renewable energy, a key area for the alliance, this year the University of Lleida is installing photovoltaic electric generators to provide ¼ of the energy consumed in the University. The Public University of Navarre has developed a study analysis of the facilities’ energy consumption to discover the possibilities of reducing them, and the possibilities of implementing alternative energies. It also has an experimental micro-network for research into generation and consumption management through renewable sources: solar, wind, photovoltaic, hydrogen and electric vehicles.
Another aspect of great impact on environmental management is the **mobility plan**, especially if it promotes the use of public transport or promotes energy saving. The Campus universities have recognised this aspect in their strategic plans as well as in their own specific plans such as that of the Public University of Navarre 2009. As a result of this raising awareness by the Universities and local town halls, parking for bicycles and bicycle lanes are available at all the universities.

Both the University of Lleida (with a specific plan) and the University of La Rioja and the Public University of Navarre have arranged accessibility for people of limited mobility in practically all of their buildings - The University of Zaragoza, however, is starting from a less advanced situation in this regard since it has many historic buildings. For this reason, among others, the University of Zaragoza has presented an ambitious campus thematic restructuring project where the criteria of accessibility will be considered as an inherent part of the design.

The Universities of Rioja and Zaragoza are working together with Logroño and Zaragoza City Councils on a campus pedestrian model for the purpose of generating an area within the town centres which does not only include the academic activity but also cultural and leisure activities.

Making another step forward in the creation of a Campus integrated in to the city, the University of Zaragoza and Zaragoza City Council have developed various plans for the creation of an Erasmus (European Region Action Scheme for the Mobility of University Students) District in the central zone where, among other measures, the locating of an International Meeting Point, a Continuous Training Centre, a Centre for courses for Spanish as a foreign language, a Development Cooperation Centre has been proposed as well as halls for videoconferences and the development of a University Information Point.

Zaragoza Housing has also approved an agreement with the University of Zaragoza where city owned apartments will be adapted as accommodation for lecturers and next year’s students and a portfolio of private accommodation will be managed with the same purpose and in the medium term, a halls of residence for students will be created in the Pontoneros building.

The University of Lleida and the Public University of Navarre for their part have student and lecturer halls of residence integrated in the Campus. The University of Lleida is also finalising a further group of 50 dwellings for rental and is promoting, along with the City Council, the construction of a hall of residence for researchers at the Agricultural Science and Technology Park.

The participation of all the entities of the territorial environment has led the universities to widen their relationships with both collective and private institutions. In this way new programmes of cultural and sporting activities have been defined, the library policies have been reformed.
with the expansion of resources and extension of opening hours, they have created new access points to the university, the activity of groups and associations has been supported (more than 100 relationships with social entities and associations) and they have created new social projects (85 volunteer work programmes).

One of the challenges faced by the Campus universities in which said institutions have started to work even when not uniformly, is the improvement of relations between the university and society through the launching of projects for the reduction of administrative costs or the implementation of electronic administration.

<table>
<thead>
<tr>
<th>Description</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of users of the sports facilities</td>
<td>4,035</td>
</tr>
<tr>
<td>No. of cultural activities</td>
<td>316</td>
</tr>
<tr>
<td>No. of activities of scientific education</td>
<td>805</td>
</tr>
<tr>
<td>% of the campus without architectural barriers</td>
<td>95%</td>
</tr>
<tr>
<td>% of the campus with an adapted emergency plan</td>
<td>62%</td>
</tr>
<tr>
<td>% of renewable energies of the total energy used</td>
<td>10%</td>
</tr>
<tr>
<td>No. of clean points</td>
<td>24</td>
</tr>
<tr>
<td>Places in university halls of residence</td>
<td>1,422</td>
</tr>
<tr>
<td>Volume of financing of solid projects *</td>
<td>€ 744,943</td>
</tr>
<tr>
<td>No. of programmes for volunteer, solidarity and cooperation work, in which the university cooperates</td>
<td>85</td>
</tr>
<tr>
<td>No. of relationships established with neighbourhood associations and social entities</td>
<td>97</td>
</tr>
</tbody>
</table>

(*)Data relating to the University of Zaragoza

OBJECTIVE

C.1. To improve the role of the university as a motivating agent in the economic and social environment

ACTIONS

C.1.1. Improvement in the creation of university-company chairs and their gradual transformation into Chairs of Excellence

Institutional and business chairs are the ideal instrument for achieving stable collaboration between the university and businesses and institutions. This is a strategic and long-lasting union, through which both parties benefit from research results and development and innovation. At the head of each one of them is a director, and to carry out monitoring of their activity there is a joint committee, which approves the annual action plan and carries out monitoring. Among the activities they carry out are the following:

- Develop lines of research of common interest
- Winning of research projects in national and international fields
- Advice on innovation and development as well as preferential information on research or transfer projects
- Preparation of doctoral theses and end-of-course projects
- Student teaching practice
• Promotion of the integration of university lecturers into the business environment
• Continuous training activities
• Organisation of seminars, conferences, conventions and courses

The university-company/institution chairs are a good foundation for interaction in collaboration with the productive sector to promote the Iberus Campus objectives, not only in the fields of innovation and transfer, but those related to social responsibility and changes to economic models, as well as those regarding educational improvement and internationalisation. The university-company chairs are the first step in the establishment of chairs of excellence linked to the International Centre for Postgraduate and International Doctorate and the Innovation and Enterprise Centre.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in established university-company chairs</td>
<td>-</td>
<td>10%</td>
</tr>
</tbody>
</table>

**C.1.2. Participation in clusters, innovative business groups and Spanish and European technological platforms**

One of the main axes of the University Strategy 2015 consists of giving a market value to knowledge through the transformation of research results. The university is the largest R+D+I centre within the Iberus Campus area, meaning that its participation in the initiatives to define the innovation needs of business groups is a key part in guiding research that contributes value to the area. The clusters, Innovative Business Groups (IBG), as well as the technological platforms are a basic setting where innovation cutting-edge needs are defined. Iberus Campus proposes a programme of institutional participation in these platforms, by making a commitment in agreement with the lines of specialisation of the campus.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in clusters where the university is represented</td>
<td>-</td>
<td>20%</td>
</tr>
</tbody>
</table>
C.1.3. Collaboration agreements with companies for starting professional development projects with the best students from the beginning of degree programmes

A new type of company-campus collaboration has been established which allows the best students to develop and combine an academic and professional career (in-company) at national and international level, thereby improving their employability.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of students participating in professional development programmes</td>
<td>-</td>
<td>200</td>
</tr>
</tbody>
</table>

C.1.4. Employment as the objective of the educational and research process

Improvement in the employability of Campus graduates is considered as a key factor of the project. For this reason, and with the objective of making the process of university students joining the workforce easier, universities have proposed the creation of a common employment service understood as a large-scale connected employment platform which, starting from the current guidance services, takes coordinated steps for its transformation into a real employment service.

Through this platform, any offers that the companies make at each university, as well as the various career guidance courses will be shared. Additionally, the possibility of developing an evaluation system through professional abilities is being studied as an innovative tool in the university Employment Service, starting from the strategic agreement with the Zaragoza Chamber of Commerce, the Navarra Chamber of Commerce and ESADE for its implementation.

The objective of this platform is also to increase mobility of the universities, both nationally and internationally.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree of integration of the employment services of the Campus universities</td>
<td>-</td>
<td>100%</td>
</tr>
</tbody>
</table>
OBJECTIVE

C.2. Promoting Social Responsibility

ACTIONS

C.2.1. Development of a Campus gender equality observatory which includes the execution and monitoring of the Campus Equality Plan

A Campus Gender Equality and Gender Violence Observatory will be created, responsible for coordinating and carrying out in-depth monitoring of the measures that the common plan establishes.

In this regard the development of a Campus Equality Plan will act as a stimulator of socially responsible policies, which will be considered a priority in order to define some common bases that guarantee fundamental rights such as that established in article 14 of the Spanish Constitution on the right to equality of all Spanish people without discrimination based on gender.

The plan will be organised into the following groups of main measures:

• Measures for promoting gender equality in access to university.
• Measures to encourage the professional promotion of university employees.
• Measures for the reconciliation of the work-life balance of people who work at the university.
• Measures against gender violence in the university.
• Initiatives for promoting the value of gender equality at the university.
• Study and evaluation measures of the career by gender of university employees and development of the principle of gender equality.

In this regard the manifesto written by the University of Zaragoza on the equality and participation of women in sport sponsored and promoted by the Higher Sports Council is included. The Study Centre of the woman “Dolors Piera” can also be included, which has been a promoter of equality in Lleida after the Equality Opportunities Plan between men and women by the University of Lleida 2008-2010.

The role which in this sense the Campus Gender Equality and Gender Violence Observatory will play will be to coordinate and carry out monitoring of the degree of progress of the aforementioned measures.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of women in managerial positions compared to the total</td>
<td>-</td>
<td>45%</td>
</tr>
</tbody>
</table>

(*) The current situation is unknown

C.2.2. Post-graduate programmes on feminist studies, on women and on gender taught at the Campus International Post-Graduate and Doctorate Centre

The Gender Equality and Gender Violence Observatory along with the International Postgraduate Centre will be responsible for developing and promoting postgraduate studies as well as degree subjects which enable full equality on the Campus to be guaranteed, as well as its interaction with the general public.
C.2.3. Risk Prevention Unit, health and safety in the workplace, ergonomics and “campus healthy hearts”.

The concept of excellence on the campus implies the integration of risk prevention in teaching and research as well as continuous improvement in safety, ergonomics and health in the workplace in premises, facilities and processes for the transmission to students of experiences of good practices in a safe and healthy university environment as an essential measure to achieve substantial progress of a preventive culture.

Health and safety in the workplace is an ethical, legal and social requirement which must be integrated as a basic element of modernisation and improvement in the universities making up Iberus Campus in each of the activities that are carried out on the campus and in the actions of all hierarchal levels. The duty of the universities as transmitters of knowledge also allows them to contribute to spreading the culture of Health and Safety among future generations of professionals educated at the university who in due course will fulfil leading roles in all sectors of society.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of post-graduate students in feminist studies</td>
<td>-</td>
<td>3</td>
</tr>
</tbody>
</table>

The coordination of the Risk Prevention Units has been proposed in order to promote a preventive culture within the Iberus Campus in order to achieve a safe a pleasant working environment as well as encouraging health and safety in the workplace through the application of preventive measures and development of activities designed to eliminate or minimise risks.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of preventive measures implemented in a coordinated way in the Campus</td>
<td>-</td>
<td>15</td>
</tr>
<tr>
<td>% of the Campus with an adapted emergency plan</td>
<td>62%</td>
<td>90%</td>
</tr>
</tbody>
</table>
C.2.4. Creation of the unit for the promotion of voluntary work and cooperation in the development of Iberus Campus

Iberus Campus aims to become established as a public area, helping to create participative and supportive citizens that are prepared to find solutions to the problems which affect society as a whole and providing the channels so that this participation is compatible with its everyday activity as a University.

Iberus Campus will maintain continuous communication with other institutions, foundations, associations and other NGOs for the promotion of public attitudes at the same time as developing a set of coordinated actions throughout the campus in the field of solidarity, voluntary work and cooperation in development.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume of financing of public projects *</td>
<td>744,943</td>
<td>1,200,000</td>
</tr>
<tr>
<td>No. of voluntary solidarity and cooperation work programmes in which the university takes part</td>
<td>85</td>
<td>95</td>
</tr>
</tbody>
</table>

(*) Relating to the University of Zaragoza, not available for the other universities.

OBJECTIVE

C.3. Improvement in campus accessibility and in INTRA/INTER campus mobility

ACTIONS

C.3.1. Full adaptation of infrastructures and equipment for disabled people

One of the main objectives of the Campus is to completely adapt all its infrastructures and equipment so that they are fully accessible to disabled people. As mentioned in the “starting point” section, all the Campus universities are very advanced in this regard except the University of Zaragoza. This university will carry out some of the actions which are mentioned below by accepting the restructuring project for thematic areas (see action C.5.3.).

- Access to buildings:
  - Elimination of single steps and introduction of alternative routes accessible with ramps
  - Installation of handrails
  - Reduction in slopes
  - Installation of accessible counters
  - Implementation of tactile support (Braille system, high relief and/or tactile plans) in the visual information already existing in the accesses

- Interior horizontal movement:
  - Surface non-slip treatment on paving
  - Inclusion of tactile information (Braille and high relief) on the identifying signposting in the areas

- Auditoriums and lecture halls:
  - Installation of adapted, ergonomic furniture
  - Installation of magnetic loops
  - Subtitles in audiovisual support
  - Specific support products
• Adaptation of lifts
• Cafeteria and dining areas:
  - Bars and counters adapted for wheelchair users
  - Improvement to existing visual communications
  - Inclusion of tactile information (Braille and high relief)
• Construction and improvement to the buildings’ access ramps:
  - Suitable inclines and widths
  - Non-slip materials
  - Handrails
• Signposting:
  - Improvement in existing visual communications
  - Supplementary acoustic or tactile information (Braille and high relief)

The main measures in this regard are listed below:
• Broadband interconnections between the different Campus infrastructures
• Supplying IP television devices in the campus universities as a teaching element and for international standing
• Installation of television sets and video equipment in the classrooms
• Establishment of an open Wi-Fi area for the whole Campus
• Extension of the iTunes U project, in which the University of Zaragoza already participates, throughout the whole Campus
• Improvement of accessibility information
  - Training for technicians: development of accessible mobile web services
  - Creation of a style guide for the development of accessible mobile web services
  - Procedure for the creation of accessible online processes
  - User helpdesk through accessible video conferencing
  - A multi-media conference hall as an accessible information area
  - A set of accessible audiovisual materials with audio description, subtitles and sign language

### C.3.2. Improving teaching and communication methods using audiovisual resources and ICT, guaranteeing full ACCESS TO INFORMATION

Information and communication technologies play a key role in a strategic alliance such as the Campus. For this reason, the improvement of teaching methods through the introduction of a quality ICT infrastructure in the Campus is essential in order to guarantee an improvement in the quality of teaching, in the training of students, complete access to information on a Campus such as Iberus that is spread over different sites, a commitment to internationalisation and the basic element in social responsibility of providing access to information to all groups.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Campus buildings without architectural barriers</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of classrooms with video projector</td>
<td>85%</td>
<td>100%</td>
</tr>
</tbody>
</table>

| Increase in users of the iTunes U platform | - |
| IP television devices | NO | YES |

10% (students and teaching and research staff)
C.3.3. Preparation of a global Campus mobility plan

A global Campus mobility plan will be developed which entails the following benefits for the university community:

- Improvement to and increase in the number of bicycle lanes
- Increase in the number of parking places
- Creation and improvement of pedestrian areas
- Improvement of access to and frequency of public transport

Through this action, the existing mobility plans in each of the universities in the strategic alliance are promoted along with a commitment to more sustainable and efficient means of transport.

A support programme will also be created in order to make the mobility of students, lecturers and researchers easier between the various campuses of the different autonomous communities that make up the Iberus Campus.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of places for people with reduced mobility</td>
<td>85</td>
<td>120</td>
</tr>
<tr>
<td>Increase in parking places</td>
<td>-</td>
<td>160</td>
</tr>
<tr>
<td>No. of aids for students, lecturers and researchers for mobility on Campus</td>
<td>-</td>
<td>150</td>
</tr>
</tbody>
</table>

OBJECTIVE

C.4. Promote sustainability and energy efficiency objectives

ACTIONS

C.4.1. Implementation of a package of improvements linked to sustainability, renewable energies and the efficient use of energy

Energy and sustainability are strategic areas in the alliance and it is here where it aspires to be an international leader.
For this reason a common plan of improved links to renewable energies and their efficient use has been established. The environmental objectives to be achieved by the Campus are:

- 5% reduction in water consumption
- 10% reduction in energy consumption
- 20% of total energy to be renewable

A study of tree groups will also be undertaken on the Campus, which will enable it to provide them with a better environment, which will benefit the university community and the general public.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>% reduction in water consumption</td>
<td>-</td>
<td>5%</td>
</tr>
<tr>
<td>% reduction in energy consumption</td>
<td>-</td>
<td>10%</td>
</tr>
<tr>
<td>% of renewable energies as part of total energy used</td>
<td>10%</td>
<td>20%</td>
</tr>
</tbody>
</table>

C.4.2. Preparation of a global waste management plan

The Campus will have a plan with will deal with:

- Selectively collecting the greatest amount of generated waste
- Constructing areas or infrastructures which enable temporary and safe storage of the most contaminated waste

They will also define general objectives regarding prevention, valuation and control. In this regard and as active prevention policies the use of clean technologies or the reduction in the use of dangerous substances will be promoted.

C.4.3. Creation of an Iberus Campus Green Office

The group of universities that make up the Iberus Campus strategic alliance takes on the challenge of minimising its environmental impact, by making the university community aware and facilitating the acquisition of good sustainable environmental habits and practices. For this reason the creation of an Iberus Campus Green Office is proposed whose functions include:

- Creation of a long-term comprehensive environmental strategy
- Environmental improvements to new projects on the Campus
  - Holding of energy auditoriums and studies for the implementation of renewable energies in the Campus buildings
- Savings in resources:
  - Carrying out of monthly monitoring of water and energy consumption and application of savings techniques
  - Actions on the campus surroundings and facilities in the field of energy, water, mobility and waste

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree of implementation of the Green Office</td>
<td>-</td>
<td>100%</td>
</tr>
</tbody>
</table>
OBJECTIVE

C.5. Develop open community campuses that will become the focus for social and civic life

ACTIONS

C.5.1. Town planning for student and lecturer accommodation linked to the Campus

Along with the local institutions which support and collaborate in the development of the project, investments will be made in order to provide accommodation both for students and lecturers. Therefore, depending on the budget, actions will be carried out in regard to restructuring, rental or construction in:

- University halls of residence: University of Zaragoza
- Rental property: University of Zaragoza
- Adaptation of apartments owned by the city for rental to students and lecturers: University of Zaragoza
- Researcher’s hall of residence: University of Lleida
- Construction of university accommodation (100 places). University of La Rioja

C.5.2. Provision of multi-purpose areas for cultural activities, local associations and municipal authorities

The Campus must promote and satisfy both the university activities themselves and those which are defined as common values for all the members of the university community in connection with its community, both environmentally and socially.

Depending on availability it is planned to adapt and create multi-purpose installations and equipment that can be used by both the university and the community, including:

- University of Zaragoza Paraninfo Auditorium
- Chancellor’s and Humanities Building in the University of Lleida
- Higher School of Agricultural Engineering in the University of Lleida
- Multi-Service Building at the Public University of Navarre
- Project for the University of La Rioja Paraninfo Auditorium

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of places in university halls of residence</td>
<td>1,422</td>
<td>1,700</td>
</tr>
</tbody>
</table>
These will be used for the programming of cultural activities and public events created by the university for the public that can be used by the various cultural and civic organisations within the area of influence of the Campus.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of relationships established with local associations and social entities</td>
<td>97</td>
<td>150</td>
</tr>
<tr>
<td>No. of users of the sports facilities</td>
<td>4,035</td>
<td>8,650</td>
</tr>
<tr>
<td>No. of cultural activities</td>
<td>316</td>
<td>400</td>
</tr>
<tr>
<td>No. of libraries</td>
<td>21</td>
<td>21 *</td>
</tr>
<tr>
<td>No. of scientific education activities</td>
<td>805</td>
<td>950</td>
</tr>
</tbody>
</table>

(*) Interconnected through the common service
C.5.3. Reorganisation of the existing clusters in the various cities, establishing thematic sub-campuses that introduce rationality into the system

To achieve better operational efficiency it is proposed to establish planning by clusters for thematic areas on the Campus. This action is more common at the University of Zaragoza where dispersal of faculties is better known and therefore where the impact is greater.

The following clusters have been proposed (see example on the following page):

- **Scientific-technological area (Río Ebro campus):** this brings together the majority of the university research organisations, the potential of engineering transfer and innovation and the group of centres working in the field of energy; it includes the construction of joint institutions with the Higher Scientific Research Council: The Institute of Chemical Synthesis and Homogenous Catalysis (ISQCH) and the new Aragón Institute for the Science of Materials (ICMA), in the Research Support Services building; and is planning a general campus service centre, a computer centre and the complete transfer of Sciences to its facilities.

- **Social, humanist and health area (San Francisco campus):** renovation of the current campus and organisation as a large social and humanist campus which would share space with the health area.

In addition to the actions being carried out (CIBA) or for immediate start (Education Faculty and renovation and restructuring of the Philosophy and Arts Faculty), this would include the reuse of the science buildings and improvements to the campus environment.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Current sit.</th>
<th>2015 objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree of progress in the spatial reorganisation by thematic areas</td>
<td>-</td>
<td>35%</td>
</tr>
</tbody>
</table>

installed in the Avenida de Montañana, around the Aula-Dei complex. A suitable location is also planned for the laboratory farms of the existing Animal Experiment Support Service in the current veterinary faculty.

- **Agro-bio, water and environmental technologies area (Green campus):** this would include the scientific capabilities and the existing facilities in the Veterinary campus and in the Huesca Environmental Sciences campus, the construction of the laboratories building for the consolidation of the biomedical veterinary research along with the facilities
Current situation of the Río Ebro Campus of the University of Zaragoza and its 2025 horizon
Current situation of the San Francisco Campus of the University of Zaragoza and its 2018 and 2025 horizon
Summary area C: Actions with regards to transformation of the campus for the development of an integral social model and their interaction with the territorial environment

C1. To improve the role of the university as a motivating agent in the economic and social environment

- C.1.1. Promotion of the creation of university-company chairs and their gradual transformation into Chairs of Excellence
- C.1.2. Participation in clusters, innovative business groups and Spanish and European technological platforms
- C.1.3. Collaboration agreements with companies for starting professional development projects with the best students from the beginning of degree programmes
- C.1.4. Creation of a university Employment Service which provides cover to the whole Campus

C2. Promoting Social Responsibility

- C.2.1. Development of a Campus gender equality observatory which includes the carrying out and monitoring of the Campus Equality Plan
- C.2.2. Postgraduate programmes on feminist, women and gender studies taught at the Campus International Postgraduate and Doctorate Centre
- C.2.3. Risk Prevention Unit, health and safety in the workplace, ergonomics and “campus healthy hearts”
- C.2.4. Creation of the unit for the promotion of voluntary work and cooperation in the development of Iberus Campus

C3. Improvement in campus accessibility and campus INTRA/INTER mobility

- C.3.1. Full adaptation of infrastructures and equipment for disabled people
- C.3.2. Improving teaching and communication methods using audiovisual resources and ICT, guaranteeing full ACCESS TO INFORMATION.
- C.3.3. Preparation of a global Campus mobility plan.

C4. Promote sustainability objectives and energy efficiency

- C.4.1. Implementation of a package of improvements linked to sustainability, renewable energies and the efficient use of energy
- C.4.2. Preparation of a global waste management Plan
- C.4.3. Creation of an Iberus Campus Green Office

C5. Develop open community campuses that will become a focus for social and civic life

- C.5.1. Town planning for student and lecturer accommodation linked to the Campus
- C.5.2. Provision of multi-purpose areas for cultural activities, local associations and municipal authorities
- C.5.3. Reorganisation of the existing clusters in the various cities, establishing thematic sub-campuses that introduce rationality into the system