



# Campus of International Excellence of the Ebro Valley - Campus Iberus

## **FINAL REPORT**



**Universidad  
Zaragoza**



**UNIVERSIDAD  
DE LA RIOJA**

# FINAL REPORT

## “Campus Iberus”

### Period:2010-15

**Project details:**

**Type of CIE:**      **Global**       **Regional**

**Acronym:** CEI10-00016. CAMPUS IBERUS

**Coordinating University:** Universidad de Zaragoza

**Participating/Promoting Universities in the Aggregation:**

- Universidad de Zaragoza
- Universidad Pública de Navarra
- Universitat de Lleida
- Universidad de La Rioja

**Other CIE promoting organizations:**

**Periodic report:**      **1st (2012)**       **2nd (2013)**       **3d (2014)**       **4th (2015)**

**Period:**      Final

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# **1. Introduction**

Campus of International Excellence  
of the Ebro Valley – Campus Iberus

## 1. INTRODUCTION

### 1.1 Presentation and context of the work performed

**Campus Iberus** is the strategic aggregation and specialisation project of the public universities of Zaragoza, Navarre, Rioja and Lleida. On 21 October 2010, the Ebro Valley - Campus Iberus CIE was awarded the highest category of Campus of International Excellence “CIE-2010”.

Since the introduction of the Ebro Valley – Campus Iberus CIE, there has been a highly significant evolution in the focus of its activities, partially as a consequence of the changing context in which the initiative has been developed, and partly through adaptation of the initiative to the needs of its universities and the framework within which these universities have conducted their activity. In this regard, although the first years of the CIE project were fundamentally based on reinforcing each of its four universities, with a focus on international excellence, in recent years the Campus Iberus Consortium has shown its worth and this has meant that it has refocused its activities on the aggregation of its universities’ capabilities in the development of joint activities and projects.

Since 2010, a great many activities and projects have been performed within the framework of the Campus Iberus CIE, as set out in each of the progress reports submitted. Some of these projects or actions were carried out at a specific time thanks to the funding from the different programmes and sub-programmes for Campuses of Excellence. These programmes have allowed us to address actions of huge importance for the universities in issues of infrastructure, mobility or training, among others. These actions helped reinforce the Iberus universities and, above all, strengthen the definition of a project that needed to be built on an authentic and effective aggregation of capabilities in the areas of Education, Research and Innovation and its Relations with surrounding areas and Territorial Development, and with a European and international projection.

The Strategic Plan of Campus Iberus included certain key lines of action for the development of this model of aggregation. These are the lines which, throughout the years of project implementation, have been developed and evolved through to, in many cases, the results obtained in this latest period which serve to verify the effective impact that the Campus of International Excellence has had in The Ebro Valley. Consequently, this **Final Report** reviews the evolution of the Campus Iberus CIE from its introduction in 2010, but with a specific description of the work carried out over the last 24 months as the final results of project evolution, to show its present status, what the project has become and the huge potential for future development of the Campus Iberus Consortium.

The last intermediate assessment of Campus Iberus, received one year ago, reveals some of the key issues of the evolution process in which the Campus project was involved. In particular, the report stated that “*The consortium is now starting to show its worth in generating added value through aggregation*”, “*It has worked steadily towards improving impact both in the Pyrenees region (appropriate to its location in north-east Spain) and across Europe*” and recommended that it “*Maintain focus on joint activities of strategic importance that add significant value*”, before concluding that “*If the new strategy is translated with an accelerated speed into actions and results, the CIE could of course be very beneficial to the region and to the development of the universities involved*”.

These assessments set out in the monitoring report revealed that the **strategic focus** that Campus Iberus had been working on for some time, and which was the consequence of its

evolution per se and of the changing context in which its activity was performed, was indeed the right focus. Throughout this period, all the efforts made have been targeted at maintaining and strengthening this line of action, fostering the development of singular strategic projects for its universities that complement the activities these already perform with real value-added for the territory where they are located, as well as having potential on the international stage. Campus Iberus has consolidated its **position as a relevant agent** in the Ebro Valley, developing projects and actions that combine the principles of aggregation and specialisation, with the particular focus on development of the territory and aligned with the priorities set out in the Regional Innovation Strategies for Smart Specialisation (RIS3) of the Autonomous Communities associated to the model.

Throughout this period we have obtained genuinely significant results from the actions addressed in recent months. These results ensure the sustainability of this aggregation, which began as a project to combine the efforts of four universities and which has evolved into a reality that combines capabilities and specialisations in strategic theme-based areas to address specific projects and challenges in the Ebro Valley.

As a continuation of the work that started in the previous period, we have consolidated the operational structure of the Campus Iberus Consortium. On 1 December 2014, the Governing Board of Campus Iberus approved the **new Articles of Association of the Consortium** which, among other items, set out a Governance structure that is far more operative and executive, with more direct involvement of all decision-making and management levels of the universities (rectors, vice-chancellors, services, units, etc.). This new structure has already become a reality and has enabled us to speed up decisions within the Consortium. In turn, this has facilitated the execution of certain Iberus actions and projects.

Simultaneously, thanks to the funding obtained as the Campus Iberus Consortium in different national and European calls, we were able to strengthen the technical structure of the Consortium and tackle actions of major value-added, as described throughout the report.

A further element of great importance over this period has been the approval of the **2015-2016 Action Plan of Campus Iberus**. This plan is an update of the existing Strategic Plan, with a definition of projects and actions in strategic areas of theme-based specialisation to be effectively introduced during this period and which will mark the lines over which, in 2016, the new **Strategic Plan of Campus Iberus** for the next five years will be drawn up. This Action Plan has been directly focused through definition of the Future Milestones that were included in the last monitoring report, and a two-year timeline has been allowed as the transitory period for definition of the new Strategic Plan.

It is important to point out that, as with the previous year, the work carried out over these months has been performed with regard to **showing the Consortium's worth** as a strategic aggregation with its own legal capacity. The planning and the actions, both strategic as well as operational, performed over this period in areas of teaching, research, interaction with the social, business and territorial settings and internationalisation, have been carried out with a focus of aggregation of the universities' capabilities and specialisation in the thematic areas defined. These actions have directly helped consolidate Campus Iberus as an agent that contributes differential value-added to its universities and to the territory of the Ebro Valley.

The actions developed by Campus Iberus over this period have been based on continuing with those that commenced the previous period in the approved 2015-2016 Action Plan, and heeding the recommendations given by the Assessment Committee with regard to the last report

submitted. Consequently, as **consolidation of the evolution** of the work performed over all these years, during this period Campus Iberus has managed to achieve the following:

- Introduce a new more executive structure of **Governance**, adapted to the Consortium's evolution
- Strengthen its **international** position and recognition through carrying out high-impact initiatives
- Develop its internationalisation strategy, strengthening its position in **Europe** and introducing new initiatives in **Asia** and **Latin America**
- Reinforce and increase the number of national and international **strategic partners** with whom to develop specific projects
- Set up relevant actions in the sphere of **Teaching Improvement** and adaptation to the European Higher Education Area
- Show the worth of the Campus Iberus **Consortium** for participation in European and international R&D&I projects
- Address interregional projects together with businesses and other enterprises focused directly on **development of the territory**
- **Showcase** Campus Iberus as an agent within the national and international context of Higher Education, Research and Innovation

One particularly significant detail concerning the evolution of Campus Iberus and which exemplifies the project's current philosophy and the firm commitment of its four universities to maintain and to reinforce the strategic aggregation, is the hosting - on 1 October - of the **Inauguration of the Campus Iberus Academic Course**, in which the four universities have joined forces to be able to celebrate together this extremely important event in the university world.

All the actions included in this Report complement those included in all of the previous progress reports and represent the results of the evolution of the global work carried out by Iberus CIE since its inception.

## **1.2 Description of the work carried out and the main results obtained**

### ***1.2.1 Main action lines developed from the start of the Ebro Valley Campus of International Excellence project***

A great many actions have been carried out since the Iberus CIE project was launched. Of particular relevance among these has been the element of sustainability and the focus on aggregation of capabilities in Education, Research, Innovation and interaction with the social setting of the Campus, as well as internationalisation. In this regard, throughout these years the following actions have helped define the model over which the Campus Iberus Consortium is currently being built:

- **Introduction of the International Postgraduate and Doctorate Centre (IPDC)**  
This action, which has been key since the outset of the project, has led to the introduction of

several inter-university qualifications (master's degrees and doctorates) which are included as the result of the activity within this latest period of operations.

- **Teaching and research mobility programme between the Iberus universities and other universities.** Over these years a great many actions have been addressed in this particular area, thanks to the introduction of specific mobility programmes for foreign universities and research centres and by drawing researchers to stay at Campus Iberus universities. Currently, taking into account the vital importance of mobility-related actions, we have defined new international mobility programmes. These are detailed in the description of the actions performed over this period.
- **Setting up of ambitious R&D&I programmes within the framework of strategic partnerships.** The last two years of the project has been the period during which strategic alliances have been intensely developed with national and international universities and entities for the performance of R&D&I activities. In 2014, the Iberus2020 Strategy began to be defined, and this strategy promotes the internationalisation of R&D&I of Campus Iberus in its areas of specialisation, through strategic agreements with international universities and entities. Over this period, the implementation of this strategy has consolidated itself and we have established agreement with multiple entities, which is enabling the development of joint R&D&I programmes.
- **Mixed Centres of Research with businesses and the establishment of agreements with businesses and enterprises for the development of impact projects in the areas of specialisation.** It has been over the last 12 months that the preliminary work carried out has turned into the effective establishment of aggregations of researchers from the different universities of Campus Iberus, together with companies and other entities, for the performance of joint R&D&I projects. These are the Iberus consortia (8 to date) which have been established, as indicated in the description of actions conducted during this period.
- **Development of the EBRoS Cross-border Campus.** This is one of the major strategic targets of Campus Iberus. In this regard, of particular relevance was the signing, in 2012, of the partnership agreement between Campus Iberus and the universities of Pau and Toulouse for the development and setting up of a European Cross-border Campus. This process had another important milestone which was the definition of the EBRoS2020 Strategy targeted at coordination of strategies for participation in European R&D&I projects of the Iberus universities and the universities of Pau and Toulouse in the specialisation areas of Iberus. The strategy is currently continuing its development and the agreement is set to be renewed on 1 January 2006.
- **Development of projects in the Campus Iberus areas of specialisation.** Throughout these years, the aggregation and specialisation strategy of Campus Iberus has been a priority. To this end, in recent years we have developed Action Plans to improve Innovation in the Agri-food and Nutrition areas, as well as the Energy and Environmental areas in the Ebro Valley. As a consequence of these plans, we have set up the first eight consortia for the aggregation of researchers from the universities of Campus Iberus together with companies and entities from the regions. Furthermore, 2015 will mark the launch of the Action Plan for the Technologies for Public Health sector, with the subsequent introduction of between eight and ten consortia. The corresponding Action Plan in the area of Cultural Heritage and Territorial Development is scheduled to be prepared in 2016.
- **Research map.** It has been essential to have a joint research map of the Campus Iberus universities as a key element for development of the activities of R&D&I in aggregation. For



this purpose, we have developed the Kampal tool within the framework of the project and this is now being adapted as a real match-making tool between professors and researchers of Campus Iberus. Without doubt it will be an element that will help to build the Campus.

- **Setting up of a Scientific Coordination Office.** The Scientific Coordination Office came about through the definition of the Iberus2020 Strategy and the setting up of the European Projects Unit of Campus Iberus and of its office in Brussels. This strategy has been put together under the coordination of the new Sectoral R&D&I Committee of Campus Iberus, comprising its research deans. Said strategy has already had multiple results, including presentation of project proposals to the Horizon 2020 Programme and to other European programmes, as Campus Iberus.
- **Innovation managers programme.** The initial idea behind designing an innovation managers programme has evolved into what has been introduced at the European Projects Unit of Campus Iberus, with the recruitment of specialised Project Promoters by theme-based areas. There is currently a Promoter in the Agri-food area, another in the sphere of Energy and a Campus Iberus Delegate in Brussels, who coordinate their activity with the managers of the different project offices at Iberus universities. In the next few weeks a Promoter in the sphere of Technologies for Public Health will integrate the team.

These are some of the main lines of activity over which the Iberus CIE project has been developed and which have been consolidated over the last two periods of activity. Below, we describe the specific actions carried out over the last 12 months, as a continuance of the preliminary work performed.

### ***1.2.1 Actions performed during the latest period of activity***

The work performed during this period by Campus Iberus has focused on addressing actions within the framework of the Future Milestones defined in the last Progress Report submitted in September 2014, and to address new strategic and operational actions to complement the former, which are defined in the 2015-2016 Action Plan of Campus Iberus, as a pre-Strategic Plan element.

A total of 36 **Future Milestones** were included in the Report within the three project focal points: Teaching improvement and adaptation to the European Higher Education Area, Scientific Improvement and Knowledge Transfer, and Development of an all-encompassing social model and integrating this with the territorial environment. The definition of these Milestones in the previous Progress Report was always focused on showing the worth of the Campus Iberus Consortium, a structure through which the Campus project is developed.

In addition to the actions conducted in these three areas, of particular relevance have been the structural actions within the Consortium, with the approval of the new Articles of Association and the evolution of the governance structure of Campus Iberus.

Given their relevance in building the aggregation and because of the impact with regard to sustainability of Campus Iberus, we can highlight the following actions over this period:

**1. Of key importance in the area of the Consortium's structure** was the approval of the new Articles of Association that include, as one of their main elements, the evolution of its governance structures, to achieve greater involvement of the highest decision-making levels of the four universities. The following activities in this area were of particular significance:

- Setting up of the new **Sectoral Committees** of Campus Iberus (Students and Employment, International Relations, R&D&I, Academic Policy), comprising the

competent Deans, one of whom acts as Executive Secretary of the Committee and each of which is chaired by one of the four rectors of the Iberus universities

- The evolution of the **Executive Committee** into a structure comprising the four rectors, where high-level decisions of the Consortium are taken.
- Creation of the Executive Deputy-chairman post, which complements the position of Executive Director, to strengthen coordination of the four universities and to ensure the work of the Sectoral Committees is in alignment.

It is particularly noteworthy the staging of the **Inauguration of the Campus Iberus Academic Course**. The inauguration will take place at the University of La Rioja on 1 October, with the presence of the rectors of the four universities, their management teams and authorities and representatives from the four Autonomous Communities where Campus Iberus is located.

**2. In the area of education** it has proved essential to continue with the work carried out in the previous period to promote the introduction of joint postgraduate qualifications between the Campus Iberus universities, to construct a joint educational offer in the Campus's areas of specialisation. In this area, we still face the same difficulties as in previous periods, mainly the legal impossibility of accrediting qualifications from the Iberus Consortium.

The following activities in this sphere were of particular significance:

- Teaching, in the 2014-2015 course, of the 1st edition of the **University Master's Degree in Environmental Nanotechnology** of the University of Zaragoza, the University of Lleida and the Public University of Navarre; and the 2nd edition of the Master's Degree in the 2015-2016 academic year, with the inclusion of the University of La Rioja.
- Setting up of the 1st edition of the **Inter-university Master's Degree in Entrepreneurship** in the 2015-2016 academic year, between the four Iberus universities
- Approval by the ANECA of the joint **Doctorate Programme in Heritage, Communities and Geographical Borders**, which will be already offered during this 2015-2016 academic year with participation by the four Campus Iberus universities and the universities of Pau and Toulouse.
- Definition of the new **joint Doctorate Programme of Campus Iberus in the area of Quality, Safety and Agri-food Technologies**, which will be available in the 2016-2017 course
- **Doctorate Activities** common to the four universities: 2nd Iberus Doctorate Days (3-4 July 2015), and 2nd edition of the three-minute Thesis Competition within the Iberus context.
- Introduction of the **1st Teacher Training Plan** of Campus Iberus and hosting of the **1st Teaching Innovation Days of Campus Iberus**.
- **Performance of the Iberus+** project for management of transfers of graduates from the Iberus universities to international businesses, as part of the Erasmus+ Programme, KA1: Mobility of persons for learning purposes.

- Participation of Campus Iberus in the **China Education Expo 2015** with a joint offer of qualifications from its four universities in the areas of specialisation
- Formalisation of agreements between **Campus Iberus and Chinese universities** to promote joint actions for the mobility of students, teachers and R&D&I activities

3. **In the area of Research, Technology Transfer and Innovation**, the following actions have taken place and which are of huge relevance for the future of aggregation:

- *Internationalisation and the new European context of R&D&I*
  - Setting up of the **Iberus2020** strategy to promote participation of researchers from the Iberus universities in European programmes to fund R&D&I.
  - Setting up of the **EBRoS2020** strategy to promote collaboration between researchers of the Iberus universities and researchers from the universities of Pau and Toulouse to take part in European R&D&I projects.
  - Consolidation of the **Campus Iberus European Projects Unit** to provide support to the universities in the areas of specialisation, fostering the introduction of inter-university consortia and participation by businesses, with the recruitment of Project promoters in the Iberus areas of specialisation.
  - Setting up of the **Campus Iberus Office in Brussels**. Official inauguration of the Office. Support to Iberus universities in the positioning and participation on European R&D&I projects.
  - **Presentation of the Campus Iberus** model of aggregation at different international fora (WIRE 2015, 6th European University-Business Forum, CPU, Higher Education Authority of Ireland, European Parliament, etc.)
  - Participation of Campus Iberus in the **European Energy Research Alliance (EERA)** as the agent for aggregation of research-into-energy capabilities of the Consortium's universities.
- *Aggregation of R&D&I capabilities*
  - Launch of the call and **setting up of four inter-university consortia in the area of Energy**, to spearhead joint research and innovation projects in the Energy area on a European scale.
  - Setting up of **four inter-university consortia with business participation in the sphere of Nutrition and Functional Foods**, to spearhead European-level R&D&I projects.
  - Setting up of the **Iberus-Health project** for preparation of an Action Plan to improve Innovation in Technologies for Public Health in the Ebro Valley, and the introduction of 8-10 inter-university consortia in this area.
- *International mobility*
  - Agreement between Campus Iberus and the **Sociedad de Científicos Españoles en Reino Unido (CERU)** for the setting up of a Mobility Programme between researchers from both institutions.

- Participation of Campus Iberus at the **International Mentoring Programme (IMP)** of the *Sociedad de Científicos españoles en Estados Unidos (ECUSA)*
- Creation of a **Campus Iberus Funding of Trips** to allow the universities' researchers to visit Brussels
- *Interaction with businesses. Innovation and entrepreneurship.*
  - Implementation of the **DEMOLA** open innovation model in the Ebro Valley through Campus Iberus, to promote interaction among students of the universities and companies in the region
  - Participation of Campus Iberus as member of the Advisory Board of the **ORIZONT initiative**, promoted by the Sociedad de Desarrollo Navarra (SODENA), to fast track entrepreneurial projects in the agri-food area
  - Definition and setting up of the **2nd Programme of Entrepreneurship Awards of Campus Iberus-CLH** (*Iberus Emprende*) to foster entrepreneurship in the specialisation areas of Campus Iberus in the Ebro Valley.

**4. In the area of Social Responsibility**, work has been carried out on coordinating the different actions performed by the Iberus universities. Prominent among these actions are:

- **Iberus Colombia Skills Project**, funded by the Colombian Ministry of Agriculture, to provide training and skills to 10,000 rural Colombians through 170 diploma courses in more than 120 towns throughout Colombia. These courses provide training in entrepreneurship, innovation and project management.
- Setting up of the **Campus Iberus Employability Platform** as an operational structure of the Consortium's University Employment Service, responsible for coordinating the collection of information and job opportunities offered by the Campus universities.

### **1.3 Impact and evolution of actions**

The actions carried out over these years have clearly evolved as the Campus project has matured, affected by the changing context in which the Campus has performed its activity and, more significantly, through the definition itself of this aggregation project with four universities from four different Autonomous Communities. The definition of a **Strategic Plan** that included both operational and strategic actions and which set out the focus that a project of these characteristics should have was used to design the roadmap for the 2010-2015 period. The initial years of the Iberus CIE project helped cement relations between the four universities. A network was set up, with ambitious aims, tasked with the challenge of consolidating itself through an evolving process that ranged from the development of activities at each of its four universities through to definition of its aggregation and showing how this aggregation could perform singular actions and projects in a joint way. Although the funding received from the Campus of Excellence Programme was significantly less than initially forecast, many actions and initiatives were able to be put in place within the project framework, and these helped the process of consolidation and recognition of the initiative, both regionally as well as nationwide. At the same time, the Strategic Plan set out a series of guidelines used to shape the sustainability model of the Campus of Excellence. These guidelines have been essential in defining the current model of the Campus, based on aggregation, specialisation and internationalisation.

The creation of the **Consortium figure**, as an entity with its own legal personality has been the most important component in the project evolution and in defining the Campus model. From the moment this figure was created, the project definitively evolved from being a networked project of four universities to becoming an entity that needed to develop itself under certain parameters of aggregation and showcasing the value of specialisation within its areas of activity. The end of funding for the Campus of Excellence programmes was also an event of huge importance for the project's future. These two factors; the creation of the Consortium figure and the end of funding for the CIE's programme sped up evolution of the model in which the importance of the Consortium figure was key in obtaining external funding for the development of new projects and actions. From that time onwards, the actions carried out from Campus Iberus have been focused on:

- **Optimising the use of resources** through the development of joint value-added activities for the universities
- Showcasing and reinforcing the national and international **positioning** of the Consortium
- **Attracting funds** for the development of projects and actions in the different activity areas of the Campus
- Promoting **exceptional** and differential **actions** to those carried out by its universities and which have a direct impact on them and on the territory and which are in alignment with the priorities set out in the Regional Innovation Strategies for Smart Specialisation (RIS3) of the Autonomous Communities associated to the model.

The result of this evolution and of the work performed over these years has led to the **Campus model** that we are currently building. The actions tackled over the last 24 months clearly define this model and set out the sustainability principles over which the model is being constructed.

The assessment report issued by the International Committee in 2013 pointed out the following weakness at Campus Iberus: *"Too large a number of relatively small projects. Small number of common activities"* and recommended that we *"Focus on a small number of highly specialized and promising projects"*. The work performed since then has taken on board this recommendation and we have prioritised the implementation of **projects with a major component of aggregation** and of joint value-added for all universities, as an element of high value-added, together with individual projects. Aware of this reality and of the opportunities that this new model offered them, the four universities have definitively contributed to consolidation of the Campus in a dedicated and coordinated fashion.

One significant piece of data that reveals how the model has evolved was the Campus Iberus's ability to attract funding to develop specific projects, create the Consortium's own structures and endow these with the resources for performance, as well as supporting the Consortium's universities in attracting new funds for the implementation of projects in the fields of teaching, research and innovation. In this regard, throughout the previous period Campus Iberus obtained almost €500,000 of funding from different European agreements and specific agreements signed with businesses and other entities. In this period, the figure has already increased to over €2 million of funding secured for the implementation of singular strategic projects.

All the actions carried out in this period - the result of how work performed since the outset of the project has evolved, particularly during the previous period - reflect the firm commitment of the four Consortium universities and of the commitment of their regional, national and international environments, towards project sustainability. In 2016, the preparation of a new

Strategic Plan of Campus Iberus will be key for the future of aggregation. The national and European contexts, with new challenges and opportunities offered to the universities in areas of Higher Education, Research and Innovation, as well as interaction with their environment, represent an extraordinary opportunity and challenge for initiatives such as Campus Iberus. It is time to show the worth of the work performed over all of these years and to make the most of the splendid results obtained in order to continue adapting the project to this new context in which it needs to be developed.

## **2. Work carried out**

Campus of International Excellence  
of the Ebro Valley – Campus Iberus

**2. WORK PERFORMED. DESCRIPTION OF THE ACTIONS IN THE STRATEGIC FOCUSES OF THE PROJECT**

Throughout this second section we provide a qualitative and quantitative description of the actions carried out as part of the Campus of International Excellence of the Ebro Valley during this latest period of activity. These actions are the result of the project’s evolution since it was introduced in 2010 and reflect the consolidation of actions since then.

There is a general summary description of the actions implemented in each of the three major focal points of the project. Below, and using the tables model proposed by the Secretariat General of Universities, we provide a detailed description of the actions, along with progress indicators, results, use of resources and future milestones.

**2.1 Teaching improvement and adaptation to the EHEA**

**2.1.0. Introduction**

In the sphere of Teaching improvement and adaptation to the EHEA we have made extensive efforts throughout this period, as a continuance of all of the previous work carried out.

We should start by stating that the consolidation of several postgraduate qualifications that have been officially approved over this period and which will be available as part of the academic offer for 2015-2016 course, as proposed, has been of enormous value. In this regard, we can state that the evolution and results in the **programming and offer of joint postgraduate qualifications** has been a major milestone over this period.

Another area that has taken on specific relevance and which has consolidated the work of several previous periods is that of **teaching quality and innovation**. Here, the four universities have managed to coordinate their activities and, over this period, have been able to address actions that have a huge impact on this particular area, under the structure of Campus Iberus and related to training and the exchange of good practices.

The **international projection activities of Campus Iberus** have also been extremely important during this period. The participation - as Campus Iberus - at international exhibitions, with an aggregate offer of qualifications from its four universities in the consortium’s areas of specialisation, reveals a clear trend at its universities to coordinate and to optimise the use of resources, seeking to reinforce the international image of its universities through aggregation.

**Mobility** has also been one of the issues specifically addressed over this period. The inter-campus mobility and the introduction of specific mobility programmes for students and personnel of the universities is one of the workstreams over which this Campus has to be developed. In this regard, the consolidation of actions that had already commenced during the previous period, such as the Erasmus+ Mobility Consortium, or new actions that have been tackled for the definition and set-up of new mobility programmes, highlights the importance of this area.

The following actions have been carried out as part of the Teaching improvement and adaptation to the EHEA:

<b>A2: Fostering the international visibility of Campus Iberus</b>
<i>Milestone 6: Participation of Campus Iberus at International Exhibitions</i>
<i>Milestone 7: Formalisation of partnership agreements with Asian universities</i>



<b>A4: Creating the Postgraduate and International Doctorate Centre (CPDI)</b>
<i>Milestone 3: Introduction of a joint offer of new Doctorate Programmes at Campus Iberus</i>
<i>Milestone 4: Introduction of an offer of Campus Iberus joint Masters' Degrees</i>
<i>Milestone 5: Holding of the Campus Iberus Doctoral Days</i>
<b>A5: Attracting international talent</b>
<i>Milestone 13: A common call for mobility grants, with a special focus on trainee researchers</i>
<b>A6: Development of a joint training offer</b>
<i>Milestone 8: Presentation of project proposals as Campus Iberus to the "Strategic Associations" call and "Joint Masters' Degrees" of Erasmus+</i>
<i>Milestone 10: Consolidating and increasing the offer and management of international internships, showing the worth of the accreditation received by the Consortium as an Erasmus+ Mobility Consortium</i>
<i>Milestone 11: Development of a common framework of reference for the access and acceptance procedures at Campus Iberus Universities</i>
<i>Milestone 12: Fostering the mobility of students between the four universities as part of the SICUE programme</i>
<i>Milestone 14: Iberus +: International internships at companies for 2015 and 2016 graduates at the Campus Iberus universities</i>
<i>Milestone 15: Common policy of linguistic accreditation</i>
<b>A7: Reinforcing Teaching Innovation activities</b>
<i>Milestone 1: Compilation of a common Plan for Teaching Innovation that considers joint use of the teacher training resources</i>
<i>Milestone 2: Holding of the Campus Iberus Teaching Innovation Days</i>
<i>Milestone 9: Presentation of at least one project to the Erasmus+ KA2 Cooperation call for the innovation and exchange of good practices</i>

### 2.1.1. Outline of actions

#### (A2) Fostering the international visibility of Campus Iberus

The coordination of actions carried out by the four Iberus universities for their **internationalisation**, both in teaching as well as research areas, has been one of the priorities defined by the CIE in two of its focal points. During this period, it is very important to point out that, for the first time, the four Campus Iberus universities will jointly take part at the China Education Expo 2015, to be held in Beijing on 24-25 October. The Sectoral Committee of International Relations has worked hard on coordinating the offer of bachelor degrees, masters' degrees and doctorates which will be presented at the Exhibition under the Campus Iberus format, forming an aggregate offer of qualifications that complement each other, within the four areas of specialisation of Iberus. This will enable a total of 20 bachelor degrees, 20 masters' degrees and 20 doctorates to be presented at this International Exhibition as a joint offer from Campus Iberus.

In addition, taking advantage of its participation at the fair, Campus Iberus has organised meetings with nine universities in China (Beijing, Canton and Shanghai) to which it will present its aggregation model and try to set up partnership agreements targeted at different activities:

student mobility, mobility of teaching and research staff, development of joint research actions and projects. Meetings have been arranged with the following universities: : Beijing University of Science and technology, Beijing Technology & Business University, Beijing Jiaodong University, Beijing University of Technology, Jinan University, South China Normal University , Guangzhou University , South China Agricultural University, Shanghai University for Science and Technology, Shanghai East China University of Science and Technology.

#### **(A4) Creating the Postgraduate and International Doctorate Centre (CPDI)**

The results in this area have been significant during this period and serve to allow the Consortium to make progress on this strategic front. Since the outset of the project, the construction of a joint offer of postgraduate degrees at Campus Iberus has been one of the major challenges faced. This is a complex and long-term task. Since the commencement of the project, work has taken place to shape this offer, which is compatible with and complements the offer available at each of its universities. Now is the time when it begins to consolidate itself with the introduction of qualifications which, using the inter-university format, have been designed and offered jointly by the four universities. This period has seen approval of the **Master's Degree in Entrepreneurship** of Campus Iberus, as a response to the demand that exists at the four universities of Campus Iberus and which features participation by teachers, as well as professionals of renowned national and international prestige in the sphere of entrepreneurship. The 1st edition of the Master's degree will begin in October 2015. The **Joint Doctoral Programme in Heritage, Communities and Geographical Areas** of Campus Iberus has also been approved, featuring participation of the four Iberus universities and collaboration by the Universities of Pau and of Toulouse. Furthermore, the 1st edition of the **Master's Degree in Environmental Nanotechnology** has been taught for the first time this course, with participation by the University of Zaragoza, the Public University of Navarre and the University of Lleida. The 2nd edition of the Master's Degree in the 2015-2016 course will include participation from the University of La Rioja and the Master's Degree will have a clear international focus.

During this period we have also worked on defining a new **Campus Iberus Doctorate Programme in Quality, Safety and Food Technologies** which, following in the footsteps of the Programme in Heritage, Communities and Geographical Areas, will be available from the 2016-2017 course onwards.

Several regional companies are also working on defining a new Master's Degree, in an area of huge relevance and impact in the Ebro Valley. This degree could be available from the 2016-2017 course onwards.

Lastly, we must also highlight the fact that the Sectoral Committee of Academic Policy is working to identify two new Masters' degrees that already exist at the Campus Iberus universities and which may be extended to the remaining universities from the 2016-2017 course onwards.

To complement the foregoing activities, other joint initiatives have been undertaken in doctorate issues, such as the **2nd Iberus Doctoral Days**, and the **2nd edition of the Three-minute Thesis Competition** for the Campus Iberus universities' environment.

#### **(A5) Attracting international talent**

**Mobility and internationalisation** are two key aspects for development of the Campus Iberus. The opening-up of new partnerships in teaching and research areas with international universities and entities marks a specific line of work for Iberus, as a component to reinforce its universities, offering its students and personnel the possibility of transferring to prestigious international entities, as well as a formula to attract talent to the Iberus universities. During the

previous period, thanks to the existing funding of the Campus Excellence Programme, it was possible to launch two mobility calls. Over this period, without this funding the work has focused on identifying opportunities to set up agreements with international entities to promote the introduction of joint mobility and talent attraction programmes. Of particular note in this area are the agreements established with the ***Sociedad de Científicos Españoles en Reino Unido (CERU)*** and with the ***Sociedad de Científicos Españoles en Estados Unidos (ECUSA)***. From October 2015, a mobility programme and a talent mentoring programme will be set up with the Campus Iberus universities.

The search for funding to design new joint mobility programmes at the Campus Iberus universities is one of the priorities at Campus Iberus in forthcoming months. To this end, supported by the implementation of the Operating Programmes of different Structural Funds in each Campus Iberus region, the aim is to introduce a Joint Action Plan (JAP) that will include international mobility actions for personnel from the Consortium's universities.

#### **(A6) Development of a joint training offer**

As a continuation of the work performed in previous periods, and to consolidate the construction of a **common university area** at Iberus, we have continued to work on defining common regulatory frameworks for the four universities in issues of **access, permanence, mobility and languages**.

Elsewhere, Campus Iberus, having been acknowledged as a Higher Education Mobility Consortium for a three-year period as part of the Erasmus+ programme, within the KA1-Mobility of persons for learning purposes, has begun to execute the **Iberus+** project with the transfer of 30 graduates from the Iberus universities to carry out internships at international companies. The work is focused on setting out the procedures and mechanisms for managing these transfers, which are coordinated and managed by the Consortium.

#### **(A7) Reinforcing Teaching Innovation activities**

Of particular importance in teaching innovation has been the coordination of some of the activities which in this area are being developed by the Campus Iberus universities. The Sectoral Committee of Academic Policy set out several key objectives in the development of this area, targeted at effective coordination of the actions that each of the four universities was offering in issues of Teaching Innovation. A key event here was the **1st Teaching Innovation Days of Campus Iberus**, held in Zaragoza on 17-18 September, under the legend "Rethinking the University", where the aggregation model of Campus Iberus was one of the elements around which the innovation days revolved. In addition, over this period we have also introduced the **1st Campus Iberus Teacher Training Programme**.

This coordination has proved effective throughout this period, and we have also successfully introduced many initiatives as Campus Iberus with room to strengthen the Consortium's role.

## **2.2 Scientific improvement and knowledge transfer**

### **2.2.0. Introduction**

In the sphere of Scientific improvement and knowledge transfer, Campus Iberus has continued to work along the same line of actions that commenced during the previous period and which reflected the project's evolution over the years. During this period there has been a consolidation of the acknowledgement of Campus Iberus as a **benchmark** and prestigious **Institution** in the scientific-technological sphere of the specialisation areas defined. To this

end, there has been an important step forward in actions already launched in previous periods over this period, in which great headway has been made in issues such as the participation of Campus Iberus in **European networks and initiatives** of huge relevance, the development of the **Campus Iberus office in Brussels**, or the arrangement of agreements with different national and international entities to carry out singular projects with a clear focus on the aggregation of R&D&I capabilities of its universities and on specialisation.

The set-up during this period of the first **eight Campus Iberus** consortia in the Agri-food and Nutrition area and the area of Energy has been of particular significance, with researchers from the Iberus universities and participation by regional companies in all of these consortia. Work is also taking place to enable us to set up a further 8-10 consortia in 2016, this time for specialisation in **Technologies for Public Health**. The introduction of these inter-university cooperation structures is helping to showcase the Consortium, with the presentation of project proposals –as Campus Iberus- to European projects such as Horizon 2020.

Equally as important has been the work carried out in the areas of innovation and entrepreneurship, with the introduction of the Open Innovation initiative of the **DEMOLA** model or the set-up of the **2nd Campus Iberus-CLH Entrepreneurship Awards Programme**.

The **international visibility of Campus Iberus** as a model of aggregation and inter-university specialisation has been an element of major importance over this period. The fact that the aggregation and specialisation model has been acknowledged as singular and with major opportunities for development, has meant that many international entities, universities, networks and associations have shown interest in the model. Campus Iberus has taken part in different fora and events to present its model and advise other similar structures about the opportunities and benefits of inter-university collaboration.

The following actions have been addressed in the area of Scientific improvement and knowledge transfer:

<b>B1: Consolidating excellent research, strengthening the specialisation areas of the Campus</b>
<i>Milestone 16: Consolidation of the European Projects Unit of Campus Iberus</i>
<i>Milestone 18: Participation in the call for projects of the POCTEFA Programme to extend the actions of the EBRoS2020 project to the other areas of Campus Iberus' specialisation</i>
<i>Milestone 19: Participation in calls for projects of the SUDOE 2015 Programme to perform new actions and strengthen collaboration with French and Portuguese universities</i>
<i>Milestone 20: Interest and involvement of Campus Iberus in at least two European initiative/networks already identified as relevant for the consortium</i>
<i>Milestone 21: Drawing up an Action Plan to improve Innovation in the area of Technologies for Public Health.</i>
<i>Milestone 23: Identification of new strategic partners for Iberus</i>
<i>Milestone 25: Presentation, as Campus Iberus, of at least 20 project proposals to European R&amp;D&amp;I programmes with the aggregation of researchers</i>
<i>Milestone 26: Definition of a Joint Action Plan (JAP) for Campus Iberus as part of</i>

<i>introducing RIS3 in the regions</i>
<b>B3: Driving lines of research with future potential. Synergies of research groups</b>
<i>Milestone 17: Setting up at least five Campus Iberus consortia within their areas of specialisation, comprising researchers from the different Iberus universities and with the participation of businesses</i>
<i>Milestone 22: Identification of major impetus projects of interest for businesses in each of the Consortium's areas of specialisation.</i>
<i>Milestone 24: Presentation days to present new technologies to businesses in the areas of specialisation of the Consortium</i>
<b>B4: Improving the business-campus interaction model, fostering the transfer and development of research results</b>
<i>Milestone 27: Introducing common rules for the supply of research services and coordination in the purchase of new equipment for common use</i>
<i>Milestone 28: 2nd Campus Iberus Entrepreneurship Awards</i>
<i>Milestone 29: Introduction of Iberus Awards for research: research career, transfer, creation of businesses</i>

### 2.2.1. Outline of actions

#### **(B1) Consolidating excellent research, strengthening the specialisation areas of the Campus**

Throughout this period, the work and the results obtained in this area of action have been highly significant.

In the first place, we can point out that the **European Projects Unit of Campus Iberus** has managed to consolidate itself over this period with the recruitment of two **Project Promoters** that specialise in the areas of Agri-food and Nutrition, and Energy and the Environment, and the incorporation of a third promoter in the last quarter of 2015 for the area of Technologies for Public Health. In addition, the introduction of the **Campus Iberus Office in Brussels**, headed by a local agent, is a major step forward in enabling us to tackle actions of both an operative as well as a strategic nature in benefit to the four Consortium universities and to the Campus as a whole. Also very important over this period has been the work carried out to introduce the **Iberus2020 and EBRoS2020** strategies, which has defined the coordination model between the European Projects Unit of Campus Iberus and the project offices of each of its four universities.

A key issue in this area has been the set-up of a nationwide **European Projects Managers Training Programme** coordinated by Campus Iberus with collaboration from the Catalonia South Campus of Excellence and the Icaria Campus of Excellence. These three Campuses of Excellence have created this nationwide managers training programme which, as things stand, has already implemented three of its four modules and is set to be repeated, given the success of both attendance and assessment in subsequent years.

One extremely important element over this period, which has reinforced Campus Iberus's presence in Brussels, has been the creation the **funding of trips** by researchers to Brussels to allow these researchers to take part in meetings and events of interest, targeted at setting up consortia and the presentation of project proposals to calls of Horizon 2020 and other programmes.

Also important was the search for funding to strengthen activities developed together with the Universities of Pau and Toulouse within the framework of the EBRoS2020 project, which has led to the new project proposal that will be unveiled in November this year to the **POCTEFA 2015 Programme**.

The role that Campus Iberus has played within the **Network of Agri-food CIEs**, within the framework of the *Fundación Triptolemos*, has also been particularly significant. As a member of the Network, Campus Iberus is spearheading the initiative to create a France-Spain-Portugal Network in the agri-food area that will submit a project proposal for funding to the **SUDOE 2015** programme before the year-end.

Campus Iberus's strength as a structure of aggregation has provided new possibilities to undertake joint positioning actions for the benefit of its universities. This is the case of Campus Iberus' participation, as the aggregation of four universities, in international networks of major relevance such as the **European Energy Research Alliance (EERA)** or the **EUniverCities** network that pools together universities and cities from all over Europe.

As part of a strategy to be developed in each of the four areas of specialisation of Campus Iberus, throughout this period we have established an agreement with Banco Santander for implementation of the **Iberus Health project**. This project includes the preparation of an Action Plan to improve Innovation in **Technologies for Public Health** in the Ebro Valley and the set-up of between eight and 10 Campus Iberus inter-university consortia with the participation of businesses and hospitals. The project will be developed from September 2015 onwards, with a 24-month duration and a financial endowment of €300,000.

As part of the reinforcement of Campus Iberus's positioning at national level and, above all, international level, the arrangement of agreements with different entities has been a priority over this period. Thus we have established, *inter alia*, **agreements of strategic value** for the Consortium: SODENA, DEMOLA, *Sociedad de Científicos Españoles en UK*, *Sociedad de Científicos Españoles en USA*, Organisation of Ibero-American States, *Asociación de Productores de Compost y Hongos de la Rioja, Navarra y Aragón*, EERA, EUniverCities, several universities in Colombia (*Uniempresarial de Bogotá, Libre de Colombia, Huila, Ibagué...*). These agreements are tied to the development of specific activities that have lent the Consortium an extremely important national and international dimension.

Another major challenge faced by Campus Iberus in the performance of its Iberus2020 strategy was the presentation of project proposals with the aggregation of researchers from several of its universities, under the structure and figure of Campus Iberus. This challenge has been successfully addressed over this period and a total of **five project proposals** have been presented as Campus Iberus, featuring researchers from its universities, as part of the different European R&D&I programmes (Horizon 2020, URBACT). A further five project proposals are currently being prepared and will be submitted to the calls of the SUDOE and POCTEFA Programmes, which close in the last quarter of 2015.

Also within this sphere, we have begun work on designing a **Joint Action Plan (JAP)** initiative with the integration of Smart Specialisation Strategies (RIS3) of the four regions of Campus Iberus. This initiative stems from the Action Plans to improve Innovation in the Ebro Valley developed in the different areas of specialisation. The introduction of this Joint Action Plan will focus on definition and evolution of the innovation ecosystem in the Ebro Valley from a perspective of specialisation, strengthening public-private collaboration and a major component of internationalisation.

### **(B3) Driving lines of research with future potential. Synergies of research groups**

One of the most relevant actions for Campus Iberus has been the introduction of the first inter-university consortia featuring participation from researchers from the different Iberus universities, together with companies and other regional entities, in their different areas of specialisation. As part of the aggregation and R&D&I specialisation strategy, stemming from definition of the Action Plans to improve Innovation in the **Agri-food and Nutrition** area of the Ebro Valley, we set up **four consortia** targeted at different areas of specialisation in nutrition and functional foods. We also set up **four new consortia** in the areas of energy efficiency, storage and bioenergy, as a result of the Action Line in the Energy area. One of the major challenges facing these consortia is that of attracting funds and spearheading European and international R&D&I projects, simultaneously promoting collaboration with the industrial fabric of the Iberus regions. To date, these consortia are already taking part in project proposals of Horizon 2020 and other European Programmes. In the area of Health, between **eight and 10 consortia** will be put in place during the first quarter of 2016, as a consequence of executing the **Iberus-Health project**.

We should also point out the set-up of projects as Campus Iberus and which are of great interest to the industrial communities in the regions where the Consortium is located. The firm commitment of Campus Iberus to undertake actions that have a direct impact on its industrial base can be seen in the participation of Campus Iberus in the **ORIZONT** initiative, spearheaded by the *Sociedad de Desarrollo Navarra* to accelerate agri-food businesses in the Ebro Valley, or the introduction of the **DEMOLA** Open Innovation model to promote university-business cooperation through the promotion of joint co-creation products between students and companies.

#### **(B4) Improving the business-campus interaction model, fostering the transfer and development of research results**

As part of this action area, the work performed in entrepreneurship, as a continuation of the initiatives that started in the previous period, has been important. The renewal of the agreement with Compañía Logística de Hidrocarburos to strengthen the Iberus-CLH **Entrepreneurship Awards Programme** has served to launch the second call for awards, jointly with the introduction of the 1st edition of the Campus Iberus Master's Degree in Entrepreneurship, described in Milestone 4. This year, the Awards Programme has been reinforced and will feature the presence of investors at the project presentation and prize-giving day, to offer ongoing support to the development of entrepreneurial projects at the Iberus universities.

Equally relevant was the coordination of the four universities in setting up a joint and coordinated offer of their **Support to Research Services**, as had been proposed in the previous period.

### **2.3 Development of an all-encompassing social model and its relationship with surrounding areas**

#### **2.3.0. Introduction**

For Campus Iberus, it is vital that there be **harmonisation with the territory** in which its activity is located. The aggregation project of the Campus needs to **serve society** through actions such as the promotion and dissemination of culture, gender equality, promoting sustainable development, social cooperation or university cooperation for development.

The actions that have been addressed in many of these spheres have been particularly relevant during this period, as they have been focused on harmonising and coordinating actions targeted at building a common model for the global environment of Campus Iberus. More specifically, we

can highlight the definition of the Iberus Chairs of Excellence, the definition of the Employability Platform, or the proposals put forward for constitution of a Gender Equality Observatory on the Campus and the development of major Development Cooperation projects.

The following actions have been undertaken as part of the focus on Development of an all-encompassing social model and its relationship with surrounding areas:

<b>C1: Strengthening the University's role as a revitalising agent of the economic and social setting</b>
<i>Milestone 30: Creation of at least one Iberus Chair of Excellence</i>
<i>Milestone 33: Introduction of the Iberus Employability Platform</i>
<i>Milestone 34: Training programme for employability</i>
<i>Milestone 35: Development of a common training programme for corporate mentors</i>
<i>Milestone 36: Creation of a workgroup that includes students from the four universities within the framework of Campus Iberus</i>
<b>C2: Fostering social responsibility</b>
<i>Milestone 32: Set-up of the Campus Iberus Equality Observatory</i>
<i>Milestone 37: Campus Iberus – Colombia Skills Project</i>
<b>C5: Development of Campuses that can adapt to their environment</b>
<i>Milestone 32: Common exhibitions plan for the four Iberus universities</i>

### 2.3.1. Outline of actions

#### **(C1) Strengthening the University's role as a revitalising agent of the economic and social setting**

Prominent in this particular area of action has been the introduction of the **Campus Iberus Employability Platform**, as a coordination point of information, offers and other elements of interest with regard to students and jobs at each of the four Campus Iberus universities. The set-up of this Platform is a further clear example of the integrating endeavours that have been developed by the four universities in those areas of common interest.

The **Chairs of Excellence** are in response to two major challenges facing Campus Iberus: to strengthen sustainable interaction with the industrial communities of the regions where the Campus is located, encouraging businesses to join Consortium's structure; and the development of actions in the area of teaching, research and innovation that have a major impact on territorial development. Following a period of evolution of Campus Iberus and consolidation of its model of aggregation, the introduction of Campus Iberus Chairs of Excellence is an important objective that will be addressed in the 2015-2016 course, making the most of all the work carried out over this period to establish agreements with new strategic partners for the Consortium. The regulatory proposal for creation of the Institutional and Business Chairs of Campus Iberus that will subsequently give rise to the Chairs of Excellence, needs to be compatible with those that already exist at each university. This is a task that is currently being worked on, and is one that is required to lay down solid foundations for the introduction of the first Chairs in the 2015-2016 course.

#### **(C2) Fostering social responsibility**

The four Campus Iberus universities undertake their own actions targeted at promoting gender equality within their communities. This has been one of the issues with which an agreement



was reached to evolve towards a coordinated model between the universities, which in the previous period led to a proposal for the constitution of the Campus Iberus Equality Observatory, for which the targets, structure and functions have already been defined. During this period, the four universities have continued to implement coordinated actions in the area of gender equality.

Another element that was remarked upon in the last report was the need to coordinate the actions of the four universities in areas of voluntary work and cooperation for development. In this regard, of particular note is the project that Campus Iberus is developing in Colombia: “**Iberus – Colombia Skills**”, funded by the Ministry of Agriculture, through the Organisation of Iberoamerican States (OIS) to provide Skills and Training to 10,000 rural Colombians, through 173 diploma courses on entrepreneurship, innovation and project management. This is a huge and complex project that has only been made possible thanks to the critical mass that a consortium such as Campus Iberus is able to provide. Campus Iberus was the beneficiary of this project launched through an open international call.

### **(C2) Development of Campuses that can adapt to their environment**

Throughout this period of work, the focus has been on coordination of the **exhibition plans** of the four universities, fostering coordinated information between the four universities and identifying those actions to be carried out jointly. We should highlight the work that will be undertaken in 2016 to introduce a joint exhibition based on the history and realities of the River Ebro, as the backbone element of the four territories and the four universities. In the last quarter, an *ad hoc* workgroup will be set up and put in charge of the design and execution of the Campus Iberus exhibition.

It is very important to note that many of the actions carried out in the areas of Teaching Improvement and adaptation to the EHEA and Scientific improvement and knowledge transfer are having a direct impact on the economic and social environment of the Campus. Actions such as the introduction of the DEMOLA model for co-creation between students and businesses, the set-up of the International Talent Mentoring Programme with ECUSA, the start-up of the Master’s Degree in Entrepreneurship, or the Entrepreneurship Awards Programme, all have a direct impact on the economic and social environment of the Campus. The actions carried out by Campus Iberus and the planning of actions in all of its areas of activity have been performed with a direct focus on territorial development of the Ebro Valley.

# **Table I: Description of the project's actions by strategic axis**

Campus of International Excellence  
of the Ebro Valley – Campus Iberus

**Table I. Description of the project's actions**

<b>Strategic Focus</b>	Teaching Improvement and Adaptation to the EHEA
<b>Action</b>	A.7 Promote activities of teaching innovation
<b>Milestones</b>	Milestone 1: Compilation of a common Plan for Teaching Innovation that considers joint use of the teacher training resources
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Definition of the I TRP Training Plan of the Campus Iberus</li> <li>- Introduction of the Training Plan by giving the courses designed</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>One of the major objectives of Campus Iberus in the area of Teaching Improvement and adaptation to the European Higher Education Area has been that of joint and coordinated work among universities in issues of innovation and training of Teaching &amp; Research Personnel (TRP). To this end, two Milestones were included in the previous progress report with regard to this area. The first of these was definition and introduction of the I TRP Training Plan of Campus Iberus, which has entailed a major qualitative leap in establishing coordination actions among teaching staff. For the purpose of supplementing the TRP innovation and training activities of the Campus Iberus universities, as well as fostering the exchange of knowledge and experience in university teaching and the creation of educational innovation or communities of practice (CoP), during the 2014-2015 academic year we introduced the <b>I TRP Training Plan of Campus Iberus</b>. This plan will run alongside the Campus Iberus Teaching Innovation Days described in Milestone 2.</p> <p>This I Training Plan has been set up as a pilot project, with four courses targeted at all teaching staff of the universities that make up Campus Iberus. As the courses are given using classrooms that are interconnected through a video conferencing system as part of the Iberus project, the courses have been available simultaneously in all classrooms.</p>	
<p><b>Description of the work performed and the role of participants</b></p> <p>The work performed has focused on defining the Training Plan and on the introduction of the four courses which, in this initial edition, have been included in the plan.</p> <p>These were the courses included in this first Training Plan:</p> <ul style="list-style-type: none"> <li>- “Methodology and design of e-mentoring techniques for the supervision of Dissertations using virtual and classroom-based teaching tools” course Date: Videoconference on 6-7 May 2015</li> <li>- “Coordination of Dissertations with assistance from the virtual campus” course Date: Videoconference on 14 May 2015</li> <li>- “Teaching innovation workshop: learning at university through graphic representations of knowledge” course Date: Videoconference on 21 May 2015</li> <li>- “Horizontal and vertical coordination experiments in the ETSII-UR (Higher Technical School of Computer Engineering) Degrees” course Date: Videoconference: 28 May 2015</li> </ul>	

<p>The following link provides a description of the content of each course:</p> <p><a href="http://www.unizar.es/ice/images/stories/profesores/iberus/ANEXO%20PROGRAMA%20FORMACION%20IBERUS.pdf">http://www.unizar.es/ice/images/stories/profesores/iberus/ANEXO%20PROGRAMA%20FORMACION%20IBERUS.pdf</a></p>
<p><b>Most significant results</b></p> <p>The introduction of the Campus Iberus TRP Training Plan has featured the first four joint courses between the Iberus universities in this issue. The results of this first plan have been excellent, with major attendance at the courses given. A total of 60 teachers (15 from each of the four universities of Campus Iberus) took part in this first TRP Training Plan, and an excellent appraisal on the quality of the courses was given by them.</p>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>The organisation of these Events has entailed a personnel and management cost that has been borne directly by the Campus Iberus universities.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have taken place</p>
<p><b>Proposal for corrective actions</b></p> <p>There are no corrective actions envisaged</p>

Table I. Description of the project's actions

<b>Strategic Focus</b>	Teaching Improvement and Adaptation to the EHEA
<b>Action</b>	A.7 Promote activities of teaching innovation
<b>Milestones</b>	Milestone 2: Holding of the I Campus Iberus Teaching Innovation Days
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Definition and organisation of the I Campus Iberus Teaching Innovation Days</li> <li>- Holding of the I Campus Iberus Teaching Innovation Days</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>On 17-18 September 2015 we held the <b>I Campus Iberus Teaching Innovation Days</b> targeted at teaching innovation through university cooperation.</p> <p>This action has supplemented the introduction of the I Campus Iberus TRP Training Plan described in Milestone 1, in which the four universities have shared methodological and coordination experiences. These events allowed for the results and reflections of activities and projects carried out during the previous year of the four universities to be submitted, leading to new ideas that could result in new projects and collaborative dealings among teaching staff.</p> <p>The topics dealt with over these Days were of huge interest to the University community of the four Campus Iberus universities: assessment, active methodologies, blended and e-learning, integration and student counselling, experiments in coordination and institutional improvement of qualifications. This has enabled all those professors that have carried out innovation experiments in the classrooms to present the findings obtained.</p> <p>The central motto under which the I Campus Iberus Teaching Innovation Days have been defined is "Rethinking the University". One of the best scenarios for rethinking universities is, without doubt, the Campus of International Excellence (Iberus), due to the match-making of objectives, interests and approaches of the universities that make up this campus. The purpose of these Days is to set up an open and participatory space to enable joint reflection on the intense work carried out over the rest of the year, to improve the quality of the teaching-learning process. It also aims to foster the synergies between the Campus Iberus universities in issues of teaching innovation.</p>	
<p><b>Description of the work performed and the role of participants</b></p> <p>The work performed has focused on two main aspects:</p> <ul style="list-style-type: none"> <li>- Definition and organisation of the I Campus Iberus Teaching Innovation Days</li> <li>- Organisation and hosting of the Events</li> </ul> <p>The Sectoral Committee of Academic Policy of Campus Iberus has coordinated these two spheres of activity, through the introduction of an Organising Committee, a Scientific Committee and a Technical Secretariat, comprising representatives from the four Iberus universities.</p> <p>These days were structured into six subject-matter blocks:</p> <ul style="list-style-type: none"> <li>- Learning based on problems and case method</li> <li>- Other active methodologies</li> </ul>	

<ul style="list-style-type: none"> <li>- Learning assessment</li> <li>- Integration and tutoring of students</li> <li>- Coordination experiments between teaching staff, and improving qualifications</li> <li>- Online teaching resources</li> </ul> <p>The I Campus Iberus Teaching Innovation Days were focused on achieving the following objectives:</p> <ul style="list-style-type: none"> <li>- Producing an overview of the current status of teaching innovation at the Campus Iberus universities and the EBRoS universities (including the universities of Pau and Toulouse), their future lines of development and specific needs to strengthen these, through the sharing of experiences, studies and reflections.</li> <li>- Critically analyse the teaching innovation experiments carried out at each university, observing the most important critical points and analysing possible solutions in light of the different experiments.</li> <li>- Facilitate contacts and relations between teaching staff of the universities involved in innovation projects in order to foster collaboration. This collaboration may focus on specific problems of projects, or may involve a more general approach through the establishment of teams with participants from different departments, centres or universities.</li> <li>- Contribute ideas and references for new innovative projects by transferring to new contexts those experiments and approaches already carried out in other areas or from other perspectives.</li> <li>- Submit and analyse experiments in the coordination and management of the quality of new qualifications, in order to debate and draw some conclusions on the process of introducing quality systems in the degrees and master's degrees.</li> <li>- Supply essential information to compile policies and plans to motivate teaching innovation at the University, the making of decisions with regard to infrastructures, support to the teaching activity and planning of training activities for teaching staff.</li> </ul>
<p><b>Most significant results</b></p> <p>The organisation and holding of the I Campus Iberus Teaching Days on 17-18 September this year clearly shows the commitment of the four universities in addressing certain strategic actions within the sphere of teaching improvement and doing so in a joint and coordinated way. In line with the planning performed, in addition to the Campus Iberus TRP Training Plan these days mark a milestone of major value in building the Campus of International Excellence, providing the content and showcasing what can be achieved when the universities join forces. The holding of these Days has led to organisation of the II Teaching Innovation Days for 2016.</p> <p><a href="https://zaguan.unizar.es/record/31886/files/BOOK-2015-004.pdf">https://zaguan.unizar.es/record/31886/files/BOOK-2015-004.pdf</a></p>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>The organisation of these events has entailed a personnel and management cost that has been borne directly by the Campus Iberus universities.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have taken place</p>

**Proposal for corrective actions**

There are no corrective actions envisaged

Table I. Description of the project's actions

<b>Strategic Focus</b>	Teaching Improvement and Adaptation to the EHEA
<b>Action</b>	A4. Creation of the Iberus International Postgraduate and Doctorate Centre (IPDC)
<b>Milestones</b>	<p>Milestone 3: Introduction of a joint offer of new Doctorate Programmes at Campus Iberus:</p> <ul style="list-style-type: none"> <li>- 1 Heritage Programme on the 2015/2016 academic year</li> <li>- 2 Programmes on the 2016/2017 academic year</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Introduction of a joint Doctorate Programme of Campus Iberus in the area of Heritage during the 2015-2016 academic year</li> <li>- Definition of 2 new Doctorate Programmes for the 2016-2017 academic year</li> <li>- Holding of the II Campus Iberus Doctoral Days</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>One of the major challenges facing our Campus is that of creating joint qualifications between the different universities that comprise the Campus, targeted at excellence and which represent a distinguishing and complementary component to the academic offerings of each of these universities. Of particular interest to the Campus Iberus is promotion of the joint Doctoral Programmes among its universities in those defined spheres of specialisation which, firstly, extend and reinforce the offerings that already exist and, secondly, lend an international identity to the training of doctoral candidates with a clear focus on promoting outstanding research. Consequently, the 2015-2016 Action Plan of Campus Iberus included the introduction of this new course of a Doctorate Programme on the specialised sphere of Remembrance and Cultural Heritage. In this regard, intense work has taken place that has led to approval by the ANECA (National Agency for Quality Assessment and Accreditation) of the Doctorate Programme on Heritage, Communities and Geographical Borders, which features participation by the four Iberus universities as well as the University of Pau and the University of Toulouse. As anticipated, the Programme will become operational during this 2015-2016 academic year.</p> <p>In addition, we are already working on defining the structure and contents of the new joint Doctorate Programme on the Sphere of Agri-food and Nutrition which, following the same calendar as the one established for the Doctorate Programme on Heritage, Communities and Geographical Borders, will come into operation during the 2016-2017 academic year.</p>	
<p><b>Description of the work performed and the role of participants</b></p> <ul style="list-style-type: none"> <li>- Doctorate Programme on Heritage, Communities and Geographical Borders. Over this period, the Doctoral Committee's work has focused on accreditation by ANECA (National Agency for Quality Assessment and Accreditation) of this programme. Following the procedures established by this accreditation agency, the committee's work has focused on preparing the documentation required so that the Programme could finally be approved. In addition to the work carried out to achieve official accreditation of the Programme, the Doctoral committee, in order to lend the Programme an international dimension, has been working on drawing up a project proposal for the COFUND</li> </ul>	



<p>Programme of Horizon 2020, in its Doctoral Programme modality. This will be submitted to the next call in 2016. The purpose of this action is to attract students from all over Europe to this Doctoral Programme.</p> <ul style="list-style-type: none"> <li>- Doctorate Programme on “Food Quality, Safety and Technologies”. In parallel to the work carried out for the Doctorate Programme on Heritage, Communities and Geographical Borders, the Doctoral Work Committee has been working on defining the second Programme for the sphere of Agri-food and Nutrition. A specific focus is being placed on defining the structure, contents and other performance issues of the Programme so that the new Programme can be taught during the 2016-2017 academic year.</li> </ul>
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Introduction of the first joint Doctoral Programme of Campus Iberus in some of its areas of specialisation</li> <li>- Definition of the structure and contents of the second joint Campus Iberus Doctoral Programme on the Agri-food and Nutrition area</li> <li>- Preparation of a project proposal for the next call from the COFUND Programme of Horizon 2020 in the Doctoral Programme modality, targeted at internationalisation of the joint Doctoral Programme.</li> </ul>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>The organisation of these events has entailed a personnel and management cost that has been borne directly by the Campus Iberus universities.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have taken place</p>
<p><b>Proposal for corrective actions</b></p> <p>There are no corrective actions envisaged</p>

Table I. Description of the project's actions

<b>Strategic Focus</b>	Teaching Improvement and Adaptation to the EHEA
<b>Action</b>	A.4 Creation of the International Postgraduate and Doctorate Centre
<b>Milestones</b>	Milestone 4: Launching of the interuniversity Campus Iberus Master's Degree in Entrepreneurship
<b>Objectives</b>	Delivering a Campus Iberus joint Master's Degree in Entrepreneurship
<p><b>Progress towards the initial objectives</b></p> <p>As was set out in our 2014 Monitoring Report, the Master's Degree in Entrepreneurship planned for the academic year 2015-2016 will start to be taught at the beginning of October 2015. In this way, Campus Iberus contributes to foster entrepreneurship, by presenting a Master's degree that aspires to become a reference on a national level in the training and development of the competencies, knowledge and skills of entrepreneurs, future founders of new companies. The Master's in Entrepreneurship programme will supply entrepreneurs with skills in the writing of a business plan, and the materialization of a business idea into a successful company.</p> <p>The Master's degree's classes are scheduled to be taught annually from October 2015 to June 2016. Taking into account the specific features of a consortium of four universities, located in four different Autonomous Communities, with participation of teachers from enterprises and institutions of all four in the teaching of the Master, a model that combines residential sessions and distance sessions has been designed. The sessions will have a practical approach, based on real life cases and experiences that will enhance the quality of the knowledge transmitted in this subject area.</p> <p>The methodology is based on a "learning by doing" approach and on a project based learning (PBL) approach in order to procure a practical and realistic teaching, with an appropriate focus, and complemented by basic theoretical explanations and the experiences of professionals. This eminently practical approach encourages the active participation of students in the courses and the subsequent networking, thus reinforcing the preparation of the future entrepreneurs.</p> <p>The launching of this Master's degree puts definitely the accent on the objectives of the Campus Iberus Consortium in the area of education, where the coordination, definition, design and delivery of joint postgraduate programmes of study by the four Iberus universities, is without a doubt, one of the main strategical issues. The setting up of this Master's programme turns this objective into a reality, and soundly defines the way to follow by the Consortium for the definition of new joint programmes by its universities, that contribute real added value to each of them, complementing its educational offerings and optimizing the use of resources.</p> <p>The Master's Degree in Entrepreneurship is the first of a series of Masters that will be designed during the academic year 2015-2016, with a clear orientation to the market's needs and the skills set demanded by businesses in the Consortium's regions. At this moment, the design of a new Master's programme, which will be paramount to the Ebro Valley, is already underway in coordination with regional companies.</p> <p>Campus Iberus wants to pinpoint the format of the Interuniversity Master's Degree as an instrument for the promotion of lifelong learning and strategically oriented to the wants of regional companies. The Master's Degree in Entrepreneurship is the first of example of this. In the new academic year that begins now, Campus Iberus will strengthen this line of action in order to offer quality lifelong learning</p>	

programmes, based on the real needs of local industry

**Description of the work performed and the role of participants**

. As a continuation of the work carried out during the previous period, during the current period, the Academic Committee for this Programme, made up by a representative of each of the four universities of the Consortium has worked intensely to finalize the definition of the programme (structure, contents, teachers, sessions, schedules, budget...). In parallel, the four universities have defined the bases for the management and administration of the programme, which are reflected on a specific Collaboration Agreement that has already been signed.

Additionally, all the internal procedures at the four universities leading to the final approval of the programme are underway. The programme will commence to be taught at the end of October 2015, after the celebration of the II Iberus-CLH Entrepreneurship Awards Day. This day will serve as a preliminary to the inauguration of the programme, and the winning projects will be awarded grants to register for the Master's. At this moment the registration process of student's for this first edition of the Master's is taking place.

It is important to highlight the support received by the Master's programme on the part of enterprises and other institutions. It is particularly noteworthy the support of CLH and the Instituto Aragonés de Fomento (Aragon Institute of Promotion) to the constitution and launching of this programme. We are talking of two entities of reference in the field of support to entrepreneurship that have committed themselves to this programme offered by Campus Iberus.

During this period, the identification and engagement of the teachers for the Master has been one of the main tasks undertaken. The Master will be taught by teachers of the four Iberus universities, all of them having extensive academic, teaching and research experience, in the corresponding subject areas. Additionally, the Master has engaged professionals of recognized national and international standing, who are experts in the subjects of study of the programme. All these elements mean that the Master concentrates outstanding potential to generate "know-how" and "do-how" in the students and entrepreneurs that will follow this Master's programme.

The programme consists of four main areas of study, that answer to the training needs of entrepreneurs:

1. Entrepreneurial competencies
2. Design of the Business Plan
3. Creation of Enterprise Value and Growth
4. Final dissertation

**Most significant results**

Launching of the first edition of the Campus Iberus Master's Degree in Entrepreneurship.

Participation of teachers from the four Iberus universities, as well as teachers from national and international enterprises and institutions of great relevance.

Identification of the opportunities for internationalization of the Master's.
<b>Explanation on the use of human, material and economic resources</b> The human and material resources necessary to implement the activities addressed by this milestones have come directly from the Consortium universities and the Campus Iberus' own structure.
<b>Most significant deviations in achieving the objectives</b> No significant deviations have taken place. The need to complete the formalities for the approval of the programme at the four universities has entailed a slight delay over the initial planning for the preregistration and registration processes, that does not interfere with the delivery of the Master's programme on the academic year 2015-2016.
<b>Proposal for corrective actions</b> None are envisaged.

<b>Strategic Focus</b>	Teaching Improvement and Adaptation to the EHEA
<b>Action</b>	A4. Creation of the Iberus International Postgraduate and Doctorate Centre (IPDC)
<b>Milestones</b>	Milestone 5: Holding of the Campus Iberus Doctoral Days
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Holding of the II Campus Iberus Doctoral Days as a meeting place among doctoral candidates of the four Campus Iberus universities for the exchange of experiences and specific training in cross-cutting issues of major interest for doctoral candidates</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>As a continuation of the events organised the previous year, the universities of Campus Iberus have this year organised the II Doctoral Days to facilitate mutual knowledge among doctoral candidates, irrespective of their research area.</p> <p>On 2-3 July 2015, the II Doctoral Days of Campus Iberus were held in Jaca (Huesca). As well as fostering mutual knowledge and the exchange of experiences between doctoral candidates at Campus Iberus, other relevant aspects were analysed such as cross training, the compilation of a CV adapted to the aims pursued, the role of professional social networks and intellectual property rights in research.</p> <p>These Days also gave doctoral candidates the opportunity to give presentations of their thesis, with an approach that goes beyond disclosing their research findings. The content and form must facilitate the interpretation of the work by researchers of other disciplines. We must therefore highlight that what was sought was communication that clearly differed from the communication that takes place at seminars, conferences or meetings of a specialised or theme-based nature.</p> <p>These presentations were assessed by a panel and by participating doctoral candidates, and two types of awards were given:</p> <p><a href="http://www.campusiberus.es/?page_id=5872&amp;lang=en">http://www.campusiberus.es/?page_id=5872&amp;lang=en</a></p>	
<p><b>Description of the work performed and the role of participants</b></p> <p>The Doctoral Work Committee of Campus Iberus has been working on the organisation and holding of the second edition of the Doctoral Days. Following the organisational schematic of the previous year, they have designed activities with a strong practical approach, targeted at fostering interaction between doctoral candidates of the Consortium's four universities. With participation of 25 doctoral candidates, for the second year running these days have been a success.</p>	
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Holding of the II Campus Iberus Doctoral Days</li> </ul>	
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>The organisation and performance of these days was carried out using resources of the universities</p>	

Table I. Description of the project's actions

themselves and of Campus Iberus.
<b>Most significant deviations in achieving the objectives</b> None have taken place
<b>Proposal for corrective actions</b> There are no corrective actions envisaged

Table I. Description of the project's actions

<b>Strategic Focus</b>	Teaching Improvement and Adaptation to the EHEA
<b>Action</b>	A.2 Enhance the international visibility of Campus Iberus
<b>Milestones</b>	Milestone 6: Participation of Campus Iberus in International Exhibitions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Identify International Exhibitions of interest for the Campus Iberus universities</li> <li>- Define a strategy of participation in these Exhibitions through Campus Iberus</li> <li>- Active participation in Exhibitions to attract foreign students to the Campus Iberus universities</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>Internationalisation is one of the major targets of Campus Iberus. Internationalisation in all of its spheres, both academic as well as research and innovation. In this regard, a number of different initiatives have been carried throughout this period with a clear focus on internationalisation.</p> <p>In the academic sphere, the Campus Iberus universities considered it strategic to address participation in International Exhibitions, targeted at attracting foreign students, to promote the study programmes, mainly postgraduate degrees, in the Consortium's areas of specialisation. Of particular importance is the promotion at these Exhibitions of joint programmes introduced by the Consortium, such as the Master's Degree in Entrepreneurship, the Master's Degree in Environmental Nanotechnology or the joint Doctorate Programme on Heritage, Communities and Geographical Borders.</p> <p>To tackle this objective, the Sectoral Committee of International Relations of Campus Iberus has proposed a specific action plan for the 2015-2016 period, which includes taking part in different International Exhibitions as Campus Iberus. The first of these will be the China Education Expo 2015, to be held on 24-25 October in Beijing. This Exhibition, one of the most important worldwide in the sphere of higher education, attracts more than 30,000 visitors and is a perfect showcase for the academic offerings of Campus Iberus, as well as for establishing international relations with universities and higher education organisations.</p> <p>A total of 63 study programmes will be presented by Campus Iberus at the Exhibition. We are also finalising an agenda of meetings with different international universities to be held during the exhibition.</p>	
<p><b>Description of the work performed and the role of participants</b></p> <p>The Sectoral Commission of International Relations of Campus Iberus has drawn up a specific Action plan for the 2015-2016 period targeted at internationalisation of Campus Iberus activities.</p> <p>Taking part in international Education Exhibitions has been one of the main objectives set out in this Plan. Thus, the Committee decided to start this activity with the participation in one of the most important Education Exhibitions worldwide: the China Education Expo 2015. Over these months, the Sectoral Committee of International Relations has been working on getting ready for the Exhibition. A joint and coordinated educational offer has been compiled by the four universities of Campus Iberus, mainly in postgraduate degrees, within the specialisation areas of Iberus. So, during the Beijing Exhibition we will present 22 Master's Degrees, 21 Doctorates and 20 Degrees in the four areas of specialisation of Campus Iberus that represent a coordinated offer of qualifications from the four</p>	

Table I. Description of the project's actions

<p>universities, as part of the joint training strategy of the Campus Iberus Consortium.</p> <p>Over the next few weeks we will continue to prepare all the materials for the exhibition as well as draw up the agenda of meetings and get-togethers with other universities present in order to move forward in setting up international strategic partnerships for Campus Iberus.</p>
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Specific action plan in the sphere of international relations for Campus Iberus</li> <li>- Participation in the China Education Expo 2015 in Beijing on 24-25 October 2015</li> </ul>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>The definition of the Action Plan in the arena of international relations of Campus Iberus as well as all costs stemming from the preparation and participation in the education exhibition have all been carried out and paid for using the universities own resources as well as resources of the Campus Iberus Consortium.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have taken place</p>
<p><b>Proposal for corrective actions</b></p> <p>There are no corrective actions envisaged</p>



<b>Strategic Focus</b>	Teaching Improvement and Adaptation to the EHEA
<b>Action</b>	A.2. Enhance the international visibility of Campus Iberus
<b>Milestones</b>	Milestone 7: Formalisation of agreements with Chinese universities
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Formalise partnership agreements with Chinese universities as part of the international strategy of Campus Iberus</li> <li>- Definition of specific actions and specific action programmes with these universities in the areas of training and research</li> <li>- Showcase Campus Iberus within an international context of higher education institutions, as an aggregation strategy</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>One of the core principles of Campus Iberus' strategic implementation is the internationalisation of its aggregation. To internationalise, jointly through Iberus, certain activities of its universities, as well as those actions performed at the Consortium as an aggregation of capabilities, is one of the major challenges facing Campus Iberus. In this particular line of work, internationalisation has focused on three specific geographical spheres: Europe, Latin America and Asia. The aims of internationalisation in the different areas are complementary and respond to the consortium's global strategy. In this way, sustainable cooperation with Asian universities has two basic objectives: mobility of students, and joint development of research activities, including the mobility of research personnel.</p> <p>During the China Education Expo, a series of visits has been arranged to different universities in China for the purpose of presenting Campus Iberus and initiating the process of collaboration targeted at mobility of students and at defining joint programmes of mobility of researchers and joint participation in R&amp;D&amp;I. Meetings have already been arranged with the following universities: Beijing University of Science and technology, Beijing Technology &amp; Business University, Beijing Jiaodong University, Beijing University of Technology, Jinan University, South China Normal University, Guangzhou University, South China Agricultural University, Shanghai University for Science and Technology, Shanghai East China University of Science and Technology</p>	
<p><b>Description of the work performed and the role of participants</b></p> <p>Campus Iberus is seeking to perform actions that supplement those already carried out by its universities on an individual basis, and which generate real value-added to these actions, stemming from the aggregation component that the Consortium is able to provide. Through this focus, as part of setting up partnership agreements with Asian universities, we at Campus Iberus are working to arrange agreements with universities with which none of the four universities have previous agreements, or to extend agreements that already exist at one of the universities to the remaining universities of Iberus when we believe that this provides value-added to the aggregation. Consequently, the following work has been carried out during this period:</p> <ul style="list-style-type: none"> <li>- Identification of existing partnership agreements between the universities of Campus Iberus and Chinese universities</li> <li>- Analysis of the agreements.</li> </ul>	

<ul style="list-style-type: none"> <li>- Identification of Chinese universities that have no previous agreements with the Iberus universities and which are of interest to the latter</li> <li>- Organisation of specific missions to these universities to present the Campus Iberus mission and seek common work elements to set up joint agreements that benefit each of the universities under a model of aggregation</li> </ul>
<p><b>Most significant results</b></p> <p>The universities that make up Campus Iberus have signed different bilateral partnership agreements with universities in China. There is a twin objective within the framework of this milestone:</p> <ul style="list-style-type: none"> <li>- To analyse the agreements already established between each of the Iberus universities and Chinese universities, and to extend these to the remaining universities of the Consortium, whenever this represents real value-added both for the aggregation as well as for the Chinese universities</li> <li>- To identify other universities with which there are no agreements, in order to set up partnerships that can be sustained over time and which could benefit each of the Iberus universities and, fundamentally, the Campus Iberus Consortium as an aggregation</li> </ul> <p>The existing agreements between the universities of Iberus and Chinese universities have been analysed. The next step will be to define a procedure to extend some of these agreements to the remaining Iberus universities, from the Consortium aggregation.</p> <p>Furthermore, we have established missions to 10 universities in China, profiting from the presence of Campus Iberus at the China Education Expo.</p>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>All human and financial resources used to address this Milestone have come directly from the universities and the Iberus Consortium.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have taken place. Over this period we have identified the main Exhibitions in which to take part. As scheduled, from October onwards, with the holding of the Exhibition in China, there will be intense work in the sphere of internationalisation of Campus Iberus.</p>
<p><b>Proposal for corrective actions</b></p> <p>No corrective actions have been envisaged.</p>

Table I. Description of the project's actions

<b>Strategic Focus</b>	Teaching Improvements and Adaptation to the EHEA
<b>Action</b>	A.6 Development of a joint educational programme in Campus Iberus
<b>Milestones</b>	<p>Milestone 8: Presentation of project proposals as Campus Iberus for the “Strategic Associations” call and for the Erasmus+ “Joint Masters’ Degrees”</p> <p>Milestone 9: Presentation of at least one project for the 2015 call for the Erasmus+ KA2 cooperation for innovation and exchange of good practices programme</p>
<b>Objectives</b>	- Presentation of project proposals for different calls for the Erasmus+ Programme for the development of specific projects such as Campus Iberus
<b>Progress towards the initial objectives</b>	
The work to be carried out within the framework of these two milestones will start in October 2015 with the aim of submitting project proposals for the calls that will be outlined in the next call	
<b>Description of the work performed and the role of participants</b>	
Actions will start during the 2015-2016 academic year	
<b>Most significant results</b>	
None have yet taken place	
<b>Explanation on the use of human, material and economic resources</b>	
None have been given to date	
<b>Most significant deviations in achieving the objectives</b>	
Initially, project proposals were to be submitted within the 2015 calendar year. The timeframe itself of the calls for submitting projects in these areas brought about a change in the timeframe for the submission of proposals and has been adapted to schedules set by the European Commission	
<b>Proposal for corrective actions</b>	
No corrective actions are envisaged	

<b>Strategic Focus</b>	Teaching Improvement and Adaptation to the EHEA
<b>Action</b>	A.6. Development of a joint educational programme in Campus Iberus
<b>Milestones</b>	<p>Milestone 10: Consolidate and increase the offer and management of international internships at Campus Iberus, highlighting the accreditation received as a Higher Education Mobility Consortium in the Erasmus+ programme</p> <p>Milestone 14: Iberus +: International work experience at companies for graduates 2015 and 2016</p>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Promote international internships of graduates from the Campus Iberus universities within the framework of the Erasmus+ Programme</li> <li>- Manage the initial internships of graduates at international companies within the Iberus + project granted to Campus Iberus</li> <li>- Set up a portfolio of international companies as strategic partners of Campus Iberus for the implementation of international internships</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>During this period, once Campus Iberus had been recognised as an Erasmus+ Mobility Consortium in the 2014 call, work has been carried out to perform the first transfers to allow graduates from the four universities of Campus Iberus to carry out internships at international companies and enterprises, as part of the Iberus+ Project for which Campus Iberus received approval in 2014 as part of the first call of the new Erasmus+ Programme. We have administered the call for the offer of internships to graduates, in accordance with the procedure set out in the Erasmus+ framework. Also, we have simultaneously commenced the process of identification and agreement with different international enterprises and companies that are interested in receiving Iberus graduates for internships. Lastly, we have carried out the management required for the effective performance of these internships.</p> <p>A total of 176 graduates from the four universities of Iberus have formed part of the international internship process within the framework of the Iberus+ project. Internship agreements have been established between Campus Iberus and a total of 26 international enterprises/companies.</p> <p>The project is currently in progress. A total of four transfers have been completed. In addition, we have just closed a new call at the four universities of Iberus so that new graduates have the opportunity to benefit from these internships between October 2015 - June 2016. A total of 37 internships will be offered in the new call.</p>	
<p><b>Description of the work performed and the role of participants</b></p> <p>We have focused on the following points throughout this period:</p> <ul style="list-style-type: none"> <li>- The launch of a call at the four universities of Iberus for registration of graduates interested in undertaking internships as part of the Iberus+ Project. This call has been coordinated at the four universities, in accordance with the parameters set out in the Erasmus+ Programme.</li> <li>- Identification of potential international enterprises and companies interested in receiving graduates for internships. In this regard, the contacts and agreements already established by each</li> </ul>	

<p>of the Iberus universities with companies within the framework of previous mobility programmes at the universities have been essential. By the same token, the contacts and agreements previously established by the Campus Iberus Consortium with international partners have also proved invaluable.</p> <ul style="list-style-type: none"> <li>- Definition, together with the enterprises and companies identified, of the internship to be undertaken by graduates.</li> <li>- Offer of internships to interested graduates.</li> <li>- Integral management of graduate mobility, in accordance with the provisions established through the Erasmus+ Programme</li> </ul> <p>This work has been performed for internships between October 2014 and June 2015. Currently, this same process is being repeated for internships between October 2015 and June 2016 as part of the Iberus+ Project.</p>
<p><b>Most significant results</b></p> <p>Over this period, the utilisation of the Mobility Consortium and the introduction of the first year of the Iberus+ Project have been of huge importance. The commitment of the four Campus Iberus universities in coordinating and jointly performing, through the Consortium, these kinds of internships at international companies for graduates of its universities, clearly shows their undertaking to continue to move forward along the line of aggregation, optimisation and the use of resources. The fact that activities such as the promotion and management of internships at international companies can be performed jointly between the four universities of Iberus is of strategic importance.</p> <p>The introduction of this action has allowed us to achieve the following:</p> <ul style="list-style-type: none"> <li>- Coordinate a work team with personnel from the four universities to handle management of internships</li> <li>- Create a portfolio of international enterprises and companies with which we have established partnership agreements for internships</li> <li>- A total of 30 internships have been offered at 26 companies from 19 different countries</li> <li>- A total of four internships have been completed</li> <li>- We have launched a second call for 37 new internships for the period of October 2015 - June 2016</li> </ul>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>For the performance of the activities set out in this action we have used, firstly, resources from the Iberus+ Project, with which we have covered the cost of the internships that have commenced over this period, as well as some of the management costs tied to them. Furthermore, we have employed human resources from the universities of Iberus and from the Consortium.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>The major deviation that took place in the performance of this action was the delay in the launch of the first call at Campus Iberus for the creation of a group of graduates interested in internships. This</p>

led to a subsequent delay affecting the next part of the process and has meant that the number of internships concluded at this time is still fewer than expected. This is therefore a temporary delay that means that the level of execution of this project is currently below the level was initially scheduled.

**Proposal for corrective actions**

This year's call for the Iberus+ Project was launched on the scheduled date. The experience acquired throughout last year in the management of the call has enabled us to set up appropriate schedules for the introduction of the different procedural stages, which will enable us to surely achieve the expected internship targets within the defined deadline. The fact that we already have a portfolio of companies and enterprises with which we have agreements for internships will greatly simplify the process, and will enable us to focus on management of graduates and graduate transfers.

<b>Strategic Focus</b>	Teaching Improvement and Adaptation to the EHEA
<b>Action</b>	A.6. Development of a joint educational programme in Campus Iberus
<b>Milestones</b>	Milestone 11: Development of a common framework of reference for the access and admission procedures at Campus Iberus Universities
<b>Objectives</b>	<p>This milestone features two objectives:</p> <ul style="list-style-type: none"> <li>- Approval and application of a framework for unified academic progression requirements at the four Iberus universities</li> <li>- Setting out the principles that govern the processes of acceptance and admission to the University with the full introduction of the LOMCE (Organic Law for Improvement of Education Quality) for students of the higher secondary-education course (pre-university), based on the acceptance processes for the 2017-2018 academic year.</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>The Students and Employment Sectoral Committee of the Campus has addressed this work together with the four universities, in order to achieve the objectives established.</p> <p>As regards the objective of approving and applying a common framework to establish academic progression requirements at the four Iberus universities, we have already drawn up the document that is currently at the stage of validation by each of the Social Boards of the universities, in order to be subsequently approved, definitively, by the Governing Board of Iberus.</p> <p>As part of the objective to set the principles governing acceptance and admission procedures, the Students' Sectoral Committee is working in the following areas:</p> <ol style="list-style-type: none"> <li>1. Definition of the final assessment of higher secondary-education course</li> <li>2. Definition of the calendar of ordinary and extraordinary calls for this final assessment, and using this calendar to achieve harmonisation of schedules that does not hinder students' mobility.</li> <li>3. Mutual recognition, setting up agreed procedures that include mechanisms to ensure that a student's admission opportunities to one university depend on academic criteria, and that these are not biased by the possibility the student has if the admission procedures are different for each university.</li> <li>4. Unification of processes: Promote unified processes of admission for all Spanish universities and, as a consequence, for the Campus Iberus universities.</li> <li>5. Agree on those cases in which the Campus Iberus universities will establish specific and exceptional tests incorporated into the acceptance processes, and the structure and content of these tests.</li> <li>6. Reconcile the definition of specific acceptance profiles at each level through the final tests of the higher secondary-education course, without this involving the imposition of sectoral acceptance tests (for a certain branch of knowledge or a specific degree).</li> </ol>	
<p><b>Description of the work performed and the role of participants</b></p> <p>Firstly, we have already prepared the reference framework document for the elaboration of the academic progression requirements at the Iberus universities. This document is currently going</p>	

<p>through the formal proceedings for definitive approval by the Governing Board of Iberus</p> <p>The work to be performed within the sphere of acceptance and access procedures falls within a national level strategy piloted from the CRUE (Governing Board of Spanish Universities). The development of the work along the lines specified in the previous section shall largely be carried out, as scheduled, during the 2015-2016 academic year.</p>
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Common framework for the academic progressions requirements at the four universities of Campus Iberus</li> <li>- Definition of the actions to be addressed in the area of defining common acceptance processes for the four Iberus universities</li> </ul>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>The resources dedicated to the performance of the actions within the framework of this milestone have been the human resources from the four universities of Iberus</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have taken place</p>
<p><b>Proposal for corrective actions</b></p> <p>There are no corrective actions envisaged</p>



<b>Strategic Focus</b>	Teaching Improvements and Adaptation to the EHEA
<b>Action</b>	A.6 Development of a joint educational programme in Campus Iberus
<b>Milestones</b>	Milestone 12: Fostering the mobility of students between the four universities that are part of the SICUE programme
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Guaranteeing bilateral agreements and mobility for placements for all degrees common to the Campus Iberus</li> <li>- Acting as an impetus for the signing of a Partnership Agreement between the four universities to regulate the exchange of students for work experience and end-of-course assignments for Degree and Master Degree courses</li> <li>- Searching for businesses in the geographical area of each University to ensure student mobility for gaining work experience</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>National mobility for students from Iberus universities is an important objective for Iberus. Thanks to the existence of the SICUE programme which has laid out the groundwork for mobility between universities in the country, work is being done to enhance it via a monitoring programme between the four universities that guarantees mobility and ensures, above and beyond the limitations of the degree courses, the flow of mobility between Iberus universities. Of great value in this area of work is that done by the Student and Employment Sectoral Committee which leads the way in the coordination of the four universities in this matter.</p> <p>During this period, in-depth coordination has been carried out in this field by the Iberus universities to create a specific framework of mobility for students within the SICUE programme. The design of the collaboration agreement that will outline the conditions for this specific programme for mobility between the Campus Iberus universities has begun.</p> <p>Another aspect on which we have worked significantly over this period of time has been to strengthen and increase the interconnectedness of Campus Iberus with the businesses in the regions where the universities are located. Thus, various actions – described in this report – have been aimed at strengthening this interconnectedness, among which are: the implementation of the DEMOLA initiative together with businesses; the participation of businesses in Campus Iberus inter-university Consortia that have already been set up; the design of specific Master's Degrees of interest to businesses. All these initiatives strengthen the links Iberus has with its universities and with the businesses they collaborate with: These will undoubtedly provide value-added to ensure mobility for Iberus students doing internships.</p>	
<p><b>Description of the work carried out and the role of participants</b></p> <p>Work carried out over this period has focused on:</p> <ol style="list-style-type: none"> <li>1. Compiling information on the situation of all the inter-university agreements within the SICUE framework.</li> <li>2. Reviewing all of them for possible weaknesses.</li> <li>3. Approaches and implementation of improvements for the agreements.</li> </ol>	

<p>4. Establishment of a specific agreement regulating the conditions for student mobility between Iberus universities within the framework of the Programme.</p> <p>At the moment we are working on points 3 and 4 to identify opportunities for strengthening current agreements so that mobility for students from the various Iberus universities is fostered and strengthened, and a specific agreement to that effect is being drafted.</p> <p>These agreements will come into effect during this year and student mobility between Iberus universities will thus be reinforced.</p>
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Identification of the opportunities that the SICUE Programme offers Iberus universities to promote student mobility</li> <li>- Definition of the special conditions of the mobility Iberus students have within the framework of the Programme</li> </ul>
<p><b>Explanation of the use of human, material and economic resources</b></p> <p>Mainly human resources, directly provided by the Consortium's universities, that have been used</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have yet taken place</p>
<p><b>Proposal for corrective actions</b></p> <p>No corrective actions are envisaged</p>

<b>Strategic Focus</b>	Teaching Improvement and Adaptation to the EHEA
<b>Action</b>	A.5 Attraction of international talent
<b>Milestones</b>	Milestone 13: A common call for mobility grants, with a special focus on trainee researchers
<b>Objectives</b>	- Defining and setting up a mobility call for researchers of Campus Iberus, with a special focus on trainee researchers
<p><b>Progress towards the initial objectives</b></p> <p>Promoting joint training programmes for researchers of the four universities of Campus Iberus, within their areas of specialisation, and which are compatible and coordinated with the mobility calls that exist at each University, is one of the major lines of work for Iberus in the sphere of training and mobility.</p> <p>Throughout this period, the Sectoral Committee of R&amp;D&amp;I has been working on the definition of a mobility programme that combines the following elements:</p> <ul style="list-style-type: none"> <li>- promoting the mobility of researchers from Campus Iberus, with a special focus on young researchers undergoing training (pre-doctoral researchers)</li> <li>- promoting mobility of senior researchers towards universities of Campus Iberus</li> <li>- promoting mobility in an international setting, within the specialised areas of Campus Iberus</li> </ul> <p>In this regard, Campus Iberus has signed a partnership agreement with the <i>Asociación de Científicos españoles en Reino Unido</i> (Association of Spanish Scientists in the UK, CERU), which includes a specific mobility programme between Campus Iberus and the UK. The programme features two components:</p> <ul style="list-style-type: none"> <li>- mobility of young, pre-doctoral researchers from Campus Iberus to universities and R&amp;D institutions in the UK for research visits.</li> <li>- mobility of postdoctoral researchers from universities and R&amp;D enterprises in the UK to Campus Iberus universities for research visits.</li> </ul> <p>The mobility programme will begin in early October.</p>	
<p><b>Description of the work performed and the role of participants</b></p> <p>We have been working on the following lines throughout this period:</p> <ul style="list-style-type: none"> <li>- Definition of a mobility programme model to be introduced within the framework of Campus Iberus</li> <li>- Partnership agreement with the Society of Spanish Scientists in the UK</li> <li>- Definition and agreement for the introduction of a partnership agreement that includes the setting up of this mobility programme.</li> </ul>	
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Partnership agreement with the Society of Spanish Scientists in the UK</li> </ul>	

Table I. Description of the project's actions

<ul style="list-style-type: none"><li>- Definition of an pre-doctoral and post-doctoral international Mobility Programme with the UK</li><li>- Establishment of strategic relations with R&amp;D enterprises in the United Kingdom with which to address new activities, such as joint participation in projects</li></ul>
<p><b>Explanation on the use of human, material and economic resources</b> All of the actions carried out in this milestone and financing of the Mobility Programme have been carried out using funds belonging to the Campus Iberus Consortium</p>
<p><b>Most significant deviations in achieving the objectives</b> None have taken place</p>
<p><b>Proposal for corrective actions</b> There are no corrective actions envisaged</p>

Table I. Description of the project's actions

<b>Strategic Focus</b>	Teaching Improvements and Adaptation to the EHEA
<b>Action</b>	A.6 Development of a joint educational programme in Campus Iberus
<b>Milestones</b>	Milestone 15: Common policy for linguistic accreditation
<b>Objectives</b>	- To set up a common framework to regulate the linguistic accreditation of the Campus Iberus universities
<b>Progress towards the initial objectives</b> This milestone, as set out in the previous monitoring report and in the 2015-2016 Campus Iberus Action Plan, will be addressed during the 2015-2016 academic year	
<b>Description of the work carried out and the role of participants</b> N/A	
<b>Most significant results</b> N/A	
<b>Explanation on the use of human, material and economic resources</b> N/A	
<b>Most significant deviations in achieving the objectives</b> N/A	
<b>Proposal for corrective actions</b> N/A	

<b>Strategic Focus</b>	Scientific improvement and knowledge transfer
<b>Action</b>	B.1 Consolidate a research of excellence based on the areas of specialization of Campus Iberus
<b>Milestones</b>	Milestone 16: Consolidation of the European Projects Unit of Campus Iberus with the recruitment of specialised Project promoters in the Iberus areas of knowledge. Recruitment of two Promoters in the 2014-2015 academic year for the Energy and Agri-food and Nutrition areas
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Strengthening of support to universities in their areas of specialisation, fostering the setting up of inter-university consortia and participation by businesses.</li> <li>- Strengthening visibility, positioning and participation in projects on European and international initiatives of interest to the Campus Iberus universities</li> <li>- Strengthening of the European Projects Unit through the recruitment of thematic promoters in the Campus's areas of specialisation</li> <li>- Strengthening of the internationalisation strategy of the Campus through an office in Brussels</li> <li>- Optimisation in the use of resources and improved coordination between universities, technical promoters and the Campus Iberus office in Brussels</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>The global strategy of Campus Iberus is based on the <b>Internationalisation of Research and Innovation</b> at the four universities, whereby one of the key principles in this area is the joint promotion of its participation in European and international <b>R&amp;D&amp;I projects</b>, in particular the <b>Horizon 2020 Programme</b>.</p> <p>On the basis of this, one of the aspects where work has intensified in consolidating the Campus Iberus R&amp;D&amp;I strategy is the <b>strengthening of its promotion and support structure</b> in the specialisation areas of the Campus. This structure enables joint participation with the aggregation of researchers and businesses in H2020 and other European programmes with related funding. Work has also taken place to <b>reinforce the visibility, positioning and European and international dimension</b> of the aggregation structure, also as one of the fundamentals of its roadmap for internationalisation.</p> <p>Throughout this period we should mention the introduction of a series of key initiatives to achieve these objectives, the most significant of which include the following:</p> <ul style="list-style-type: none"> <li>➤ <b>Consolidation of the European Projects Unit of Campus Iberus</b></li> </ul> <p>The European Projects Unit of Campus Iberus, set up in the previous period as a centralised structure to provide coordination and support to the participation of Iberus researchers on European and international research and innovation projects, has managed to consolidate itself during this period through the recruitment of <b>two promoters that specialise in European projects</b>, one in the area of <b>Agri-food and Nutrition</b> and the other in the sphere of <b>Energy</b>. The strengthening of the European Projects Unit structure is being undertaken as part of the <b>EBRoS2020</b> and <b>Iberus2020</b> projects funded through the 2013 call for the <b>POCTEFA</b> Cross-border Cooperation Programme and the 2014 call for the <b>Europa Redes y Gestores</b>, from the Ministry of Economy and Competitiveness (MINECO), respectively.</p>	

This evolved structure is supplemented with the introduction of the **Campus Iberus Office in Brussels** (detailed below) and will significantly contribute to addressing the actions scheduled to promote participation by Iberus researchers on European R&D&I projects, reinforcing the actions previously described for the setting up of inter-university consortia and with businesses in the specialisation areas of Iberus.

➤ **Setting up of a Campus Iberus office in Brussels**

The setting up of the **Campus Iberus Office in Brussels, operational since 1 September 2014**, represents one of the key actions included in the **Iberus2020** strategy, as a vehicle for the internationalisation of R&D&I, the individual and joint positioning of the four Campus universities on European initiatives of interest and the promotion of joint participation of Iberus researchers on European research and innovation projects. The Brussels office performs its activity together with the thematic promoters of the European Projects Unit that specialise in Agri-food and Nutrition and Energy, as well as the four Campus universities. The office continually provides human resources, materials and logistics for the performance of activities targeted at achieving the objectives set out on the international R&D&I roadmap of the Consortium.

**Description of the work performed and the role of participants**

The **European Projects Unit of Campus Iberus** has been created and set in motion as a key instrument in the strategic focus of Scientific Improvement and Transfer, within the framework of the **Iberus2020** strategy, which is based on coordination of participation strategies of the four Campus universities on European international research and innovation projects, as part of their areas of specialisation. During this period, this centralised coordination structure has been considerably strengthened through the following actions:

**1. Incorporation of a promoter that specialises in European projects within the area of Agri-food and Nutrition**

Within the framework of the funding received through the **EBRoS2020** project, spearheaded by Campus Iberus and approved in the 2013 call for the Spain-France-Andorra Cross-border Cooperation Programme (POCTEFA) with an endowment of €187,111, on 8 October 2014 a call was published (closing date, 27 October) ([http://www.campusiberus.es/?page\\_id=5106](http://www.campusiberus.es/?page_id=5106)) to recruit a promoter for European projects in the Agri-food and Nutrition area of specialisation of the Campus, which integrates into the structure of the Iberus European Projects Unit.

**2. Recruitment of a promoter specialised in European projects within the Energy sphere**

Within the framework of the funding received through the **IberusS2020** project, spearheaded by Campus Iberus and approved in the 2014 call for the **Europa Redes y Gestores**, from the Ministry of Economy and Competitiveness (MINECO), with an endowment of €152,000, on 9 January 2015 a call was published (closing date, 27 October) ([http://www.campusiberus.es/?page\\_id=5296](http://www.campusiberus.es/?page_id=5296)) to recruit a promoter for European projects in the Energy area of specialisation of the Campus, which is integrated within the structure of the Iberus European Projects Unit.

The main **responsibilities of the European project promoters**, within their area of specialisation, are:

- Strengthening the capabilities of each University to promote their participation in Horizon 2020 and other funding programmes
- Facilitating the aggregation of the four universities' research capabilities to strengthen joint positioning on European initiatives and structures of interest

- Fostering the joint participation of universities in Horizon 2020 projects and other funding programmes
- Strengthening project leadership capacity in Horizon 2020 projects and other funding programmes
- Attracting researchers to the Campus Iberus
- Favouring joint participation in Horizon 2020 projects and other funding programmes with businesses from the regions to which the four universities belong

### 3. Setting up of a Campus Iberus office in Brussels

On **1 September 2014** we set up the **Campus Iberus office in Brussels**. Introduced as part of the Iberus2020 strategy, this Brussels-based office is located in the building of the Higher Council of Scientific Research (CSIC) at Rue de Trône, 62. It is permanently staffed by a local agent of Campus Iberus and will complement the work performed by the promoters of European projects of the International Projects Unit of Iberus, thus facilitating effective positioning in different European initiatives and interaction with the European Commission and other public and private entities of other States. Key in setting up the Campus Iberus office in Brussels was the agreement between Campus Iberus and two research institutes of the University of Zaragoza, one belonging to the university itself and another one partnered by the CSIC, for the co-financing of the costs of this office. The creation and setting up of the Brussels office has involved the following actions:

#### • Recruitment of a full-time agent

As part of the “Brussels Promotion Action” carried out with the funds provided by the University of Zaragoza and Campus Iberus, on 15 June 2014 a call was published (closing date, 24 June) ([http://www.campusiberus.es/?page\\_id=9705](http://www.campusiberus.es/?page_id=9705)) to recruit a full-time agent for the Campus Iberus Office in Brussels, thus consolidating the European Projects Unit of the Campus together with the thematic promoters specialising in the area of Agri-food and Nutrition and the Energy sphere.

The **main responsibilities of the Brussels-based agent** are:

- Strengthening and consolidating the international visibility and presence of research groups from the four universities of Campus Iberus, fostering their aggregation for joint participation in European and international initiatives/strategies of interest to the Consortium
- Promoting the participation of these institutions in the Horizon H2020 Programme and other European international funding programmes
- Setting up and/or consolidating collaboration partnerships between these institutions and other relevant players in the European and international R&D&I ecosystem
- Coordinating itself with the structures that provide support to internationalisation of R&D&I of the Campus Iberus universities and of their Autonomous Communities
- Working to enhance the visibility of businesses from the territorial sphere of Campus Iberus on European and international R&D&I projects, together with the institutions
- Trying to attract researchers to Brussels, providing a support service in logistic and consultancy in the interaction with the European Commission, as well as other public and private entities of other States.

#### • Institutional presentation of the Campus Iberus Office in Brussels

On 13 February 2014, the Campus of International Excellence of the Ebro Valley was officially unveiled in Brussels by the four vice-chancellors of the universities that make up the Consortium. The presentation took place before 80 participants from 14 countries and 28 European regions from



universities and higher education institutions, public and private research organisations, corporations and technological centres, delegations of regional governments in Brussels, national governments, the European Commission, the European Parliament, the industrial sector and European networks and organisations (<http://www.20minutos.es/noticia/2374060/0/rectores-campus-iberus-presentan-bruselas-campus-excelencia-internacional-valle-ebro/>).

As the first Spanish office of its kind opened in Brussels by a transregional and cross-border Campus of International Excellence, the event (<http://www.campusiberus.es/wp-content/uploads/2015/02/Campus-Iberus-presentation-Introduction+Agenda-EVENT-VFINAL.pdf>) featured participation from the Ministries of Education and Research of the Permanent Representation of Spain to the European Union (REPER, MAEC), representatives from the Directorates General of Education, Research and Regions of the European Commission (DG RTD, DG EAC, DG Regio), the European Universities Association (EUA), the European Regions Research and Innovation Network (ERRIN) and representatives from two Cross-border Campuses from northern and central Europe (EUCOR, Lund University Open Innovation Center).

The purpose of this event was twofold: firstly, to present the Campus Iberus initiative and, more specifically, its internationalisation strategy in Europe; secondly, the event enabled managers and experts in different European regions to analyse the opportunities and challenges of inter-university and interregional cooperation in the new European context of education, research and innovation, with the existence of major European programmes in these areas and in the sphere of regional cooperation during the 2014-2020 period. Of particular note is the Erasmus+ Programme in the area of research and, above all, innovation, and the RIS3 within the framework of Structural Funds, as components for regional development and the fostering of interregional and cross-border cooperation activities.

On the day prior to presentation of Campus Iberus - **12 February 2014** - the Vice-chancellors of the four universities held meetings at the office of the Permanent Representation of Spain to the EU (REPER MAEC) in Brussels, with high-ranking officials of the Autonomous Communities associated to the Campus, as well as the Deputy Ambassador and the Ministers of Education and Research of the REPER, who were informed about the aggregation model of the Ebro Valley and about its internationalisation strategy.

• **Call for funding of trips to Brussels**

For the purpose of showcasing the Brussels office and encouraging the use of its resources, on 15 April 2015 Campus Iberus launched the **call for “Funding of trips to Brussels”** ([http://www.campusiberus.es/?page\\_id=5440](http://www.campusiberus.es/?page_id=5440)) (closing date, 31 December 2015), endowed with **€10,000**. The purpose is to fund missions to Brussels by researchers and technical personnel of the Consortium's universities that help generate opportunities to take part in European and international R&D&I projects. This call represents an instrument to achieve the aims of the Brussels-based office of Campus Iberus to attract researchers to Brussels, providing a support service in logistical terms and assessment in interaction with the European Commission, as well as with other public and private entities from other States.

The creation, setting up and official unveiling of the Campus Iberus Office in Brussels has entailed a major quantitative and qualitative change in terms of international projection, and it has been **invited to present the aggregation model** of the Ebro Valley and its internationalisation strategy at

relevant events of the European R&D&I agenda and Higher Education, such as:

- *"2nd HEA Forward-Look Forum: From Regional Clusters to Knowledge Hubs: Unlocking the Potential"* (Dublin 26 November 2014, [http://www.hea.ie/sites/default/files/speakers\\_biographies\\_o.pdf](http://www.hea.ie/sites/default/files/speakers_biographies_o.pdf))
- *"6th European University-Business Forum"* (Brussels, 5-6 March 2015, <http://noticias.universia.es/vida-universitaria/noticia/2015/03/10/1121272/vi-foro-europeo-universidad-empresa-bruselas.html>)
- *European Parliament* (Brussels, 5 March 2015, José Ramón Jaúregui Atondo, <http://www.europapress.es/navarra/noticia-campus-iberus-presenta-foro-europeo-universidad-empresa-bruselas-20150310174407.html>)
- *"Conférence des Présidents d'Université-CPU"* (Brussels, 17 March <https://www.unirioja.es/apnoticias/servlet/Noticias?codnot=3796&accion=detnot>)
- *Week of Innovative Regions in Europe* (Riga, 4-5 June, <http://www.2ominutos.es/noticia/2481046/o/campus-iberus-presenta-su-modelo-agregacion-riga-letonia-semana-regiones-innovadoras-europa/>)
- Open Days 2015 "European Weeks of Regions and Cities" in Pau (24-25 September 2015, [http://ec.europa.eu/regional\\_policy/opendays/od2015/local\\_events.cfm](http://ec.europa.eu/regional_policy/opendays/od2015/local_events.cfm)) and in Brussels (15 October 2015)

Furthermore, the Iberus Office in Brussels has thus far made it possible for Campus Iberus to take part in more than 40 thematic events, 15 meetings on workgroups of relevant European networks and initiatives and attendance on 11 research missions of Campus universities to the Belgian capital, facilitated through the call to fund trips to Brussels.

### **Most significant results**

- Implementation of the Iberus2020 strategy which sets out the coordination lines of the four Iberus universities in the extremely important area of European and International R&D&I projects
- Strengthening of the European Projects Unit of Campus Iberus and the setting up of the Brussels Office
- Recruitment of a promoter that specialises in European projects within the area of Agri-food and Nutrition, as part of the EBRoS2020 project
- Recruitment of a promoter that specialises in European projects within the area of Energy, as part of the Iberus2020 project
- Recruitment of a full-time agent of the Campus Iberus office in Brussels, as part of the Iberus2020 strategy
- Institutional presentation of the Campus Iberus Office in Brussels
- High-level meetings with the Permanent Representation of Spain to the EU (REPER) and the European Parliament
- Presentation of the Ebro Valley model of aggregation and of its internationalisation strategy at seven relevant events/fora of the European R&D&I and Higher Education strategy.
- Call for trips to Brussels, endowed with €10,000
- Participation of 43 events (eight European Infodays, 14 Brokerage Events, 18 Themed Events, organisation of three of its own events), 15 meetings at workgroups of relevant European networks and initiatives, attendance on 11 missions to Brussels by researchers and technical personnel of the Campus universities

<p><b>Explanation on the use of human, material and economic resources</b></p> <p>The recruitment of a promoter that specialises in European projects within the area of Agri-food and Nutrition has been funded as part of the <b>EBRoS2020 project</b>, spearheaded by Campus Iberus and approved at the 2013 call for the Spain-France-Andorra Cross-border Cooperation Programme (POCTEFA), with an endowment of <b>€187,111</b>.</p> <p>In the case of the promoter that specialises in European projects within the sphere of Energy, the funding comes from the <b>IberusS2020 project</b>, spearheaded by Campus Iberus and approved at the 2014 call for <i>Europa Redes y Gestores</i>, from the Ministry of Economy and Competitiveness (MINECO) with an endowment of <b>€152,000</b>.</p> <p>The costs for setting up the <b>Campus Iberus Office in Brussels</b> and the recruitment of a full-time agent have been borne by Campus Iberus and the aforementioned two research institutes of the University. Further resources from Campus Iberus targeted at this action are expected in subsequent periods.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>There have been no deviations with regard to the objectives set out. Contrariwise, the consolidation of the European Projects Unit through the recruitment of two specialised promoters, the setting up of the Brussels Office and the recruitment of a full-time agent represent considerable progress in the strategic actions targeted at achieving the objectives set out within the framework of Iberus2020 and EBRoS2020.</p>
<p><b>Proposal for corrective actions</b></p> <p>No corrective actions are envisaged.</p>

Table I. Description of the project's actions

<b>Strategic Focus</b>	Scientific improvement and knowledge transfer
<b>Action</b>	B.3 Promote areas of research with future potential. Synergies of the research groups.
<b>Milestones</b>	Milestone 17: Setting up of at least five Campus Iberus consortia within their areas of specialisation, comprising researchers from the different Iberus universities and with the participation of businesses
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Creation and introduction of inter-university groups within the specialisation areas of Campus Iberus</li> <li>- Definition and introduction of projects made up of consortia of researchers and the four Campus Iberus universities within the specialisation areas of the Campus</li> </ul> <p>The integration of businesses into the inter-university research groups and joint projects to set up regional partnerships of innovation in the specialisation areas of Campus Iberus</p> <ul style="list-style-type: none"> <li>- Promoting international relations of Campus Iberus</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>The setup of inter-university consortia at Campus Iberus, in partnership with regional businesses, targeted at specific areas of specialisation, is a defined growth strategy for the Consortium in the area of Scientific Improvement and Transfer.</p> <p>To address this aim, we have established a common procedure for each of the four areas of specialisation of Iberus:</p> <ul style="list-style-type: none"> <li>- Compilation of Action Plans to improve innovation in the Ebro Valley in the different areas in which Campus Iberus specialises</li> <li>- Setting up of inter-university consortia in certain strategic areas defined in the Action Plans</li> <li>- Work, support and funding for these consortia to enable them to take part and lead European R&amp;D&amp;I projects</li> <li>- Internationalisation of these consortia</li> </ul> <p>During the previous period, work focused on the areas of Agri-food and Nutrition, Energy and the Environment. For these two areas we designed the corresponding Action Plans and identified strategic areas and projects to be developed under an umbrella of aggregation of capabilities of the Iberus universities, together with businesses. Furthermore, within the sphere of Agri-food we launched a call at Campus Iberus for the setting up of the first consortia within the specific area of Nutrition and Functional Foods.</p> <p>During this period we have already set up the first four Campus Iberus consortia in the area of Nutrition and Functional Foods and have launched a call for the introduction of four consortia within the sphere of Energy and the Environment. In this area, four new consortia will be set up in early October 2015. Currently, the Assessment Committee of the call is working on drawing up the resolution for the award of aid to set up these four consortia.</p> <p>In addition, over this period we sealed an agreement with Banco Santander to put in place the Iberus-Health project. This project will enable us to compile the Action Plan to improve innovation in the Ebro Valley within the area of Technologies for Public Health and the introduction of between eight and ten consortia in the areas of specialisation defined in the Plan.</p> <p>Throughout 2016 we will prepare the Action Plan for the area of Cultural Heritage and Territorial Development, initially using the Consortium's own funds.</p>	

This is enabling us to make progress with the Campus Iberus strategy for the introduction of inter-university consortia together with businesses in each of the four areas of specialisation. In 2015 two Action Plans are already in place in two of the areas of specialisation, and there are eight consortia set up with funding from Campus Iberus. In 2016 there will be Action Plans in all areas of specialisation, and between 16 and 18 operational consortia. Overall, we expect some 200 researchers to be involved with these consortia in 2016 and around 40 businesses and hospitals.

Furthermore, during this period we have gone to great lengths to strengthen the international nature of the consortia. In this regard, we are working on defining a specific initiative to be included as part of the EBRoS Cross-border Campus agreement, so that researchers from the universities of Pau and Toulouse can join the Campus Iberus consortia. By the same token, in the agreement between Campus Iberus and the *Sociedad de Científicos Españoles en Reino Unido* (CERU), one of the lines of work included is the integration of researchers from UK entities into these consortia. Both the universities of Pau and Toulouse as well as researchers of CERU have expressed huge interest in the Campus Iberus model of aggregation and have shown willingness to join these consortia. This will be one of the areas on which work will be focused in forthcoming periods.

The consortia that have been set up as part of the Iberus strategy also have the support of a Project promoter in each area of specialisation, as well as the global support they get from the Campus Iberus Office in Brussels.

The consortia already set up have carried out a large number of activities in recent months and all of them are currently working on a range of project proposals that they will submit, as the Campus Iberus Consortium, to the different calls from European R&D&I Programmes that are currently accepting proposals. Without any doubt this is the best reflection of the impact that this aggregation strategy is having in the Ebro Valley.

**Description of the work performed and the role of participants**

As a continuation of work performed in this area during the previous, the work carried out this period has focused on:

**1- Agri-food and Nutrition Area.** Assessment and approval of the funding for the setting up of the first four Campus Iberus consortia in the area of Nutrition and Functional Foods. In October 2014, the first four consortia were set up, comprising researchers from different Iberus universities, with participation from businesses and other relevant entities for the development of tasks and the roadmap defined by the consortium. These are the four consortia that have been set up:

- Nutriiberus 1: “Impact of new processing technologies on quality, safety and nutritional value of foods”. Spearheaded by the University of Zaragoza. This project seeks to incorporate new food processing technologies (preservation, processing and packaging) that revitalise and strengthen the sector with the production of value-added foods that improve the food industry’s competitiveness. The consortium comprises 20 researchers from the different universities of Campus Iberus, one Technological Centre (CNTA), two biotechnological companies (Zeulab and Avanzare) and two agri-food companies (Indulleida and Foncasal Trading).
- Nutriiberus 2: “Bioactive compounds from basic foodstuffs and their action on microbiota and intestinal flora physiopathology”. The project is headed by the University of Zaragoza. The purpose of the project is to improve the knowledge of bioactive components that enable the development of new healthy foods, mainly targeted at special populations, such as young children, the elderly and infirm and sportsmen and women. The consortium comprises 28 researchers from the member universities of Campus Iberus, two health centres (Rehabilitación

Servicios Sanitarios and Salud SL (ASERHCO) and the Medical Centre OMICA) and two agri-food companies (Novapan, S.L., Villacorona).

- **Nutriiberus 3:** “Incorporation of the Health Claim of the olive oil polyphenols, with regard to prevention of Heart Disease, in the virgin olive oils of the Ebro Valley. First concept test for the creation of the NutriIberus brand”. This project is being led by the University of Lleida. The aim of the project is to generate an analysis platform for characterisation of extra virgin olive oils produced in the different olive producing areas of the Ebro Valley, with a special focus on identification of those oils with a high content of polyphenols that can include a health claim on their labels related to the role of olive oil in preventing heart disease. The consortium comprises 16 researchers from the Campus Iberus universities and it is currently managing project participation by 12 virgin olive oil producers from the Ebro Valley and the Regulatory Boards of the Protected Designation of Origins.
- **Nutriiberus 4:** “Barley with a high content of beta-glucan: A comprehensive study from seed production and crop performance through to food production, nutrition and health”. This project is being led by the University of Lleida. The aim of the project centres upon promoting healthy vascular ageing that prevents the development of cardiovascular diseases and checks its progression through the design of diet based on the ingestion of high content of  $\beta$ -glucan. The consortium comprises nine researchers from the Campus Iberus universities and one company (Semillas Batlle SA) and it has already started experiments to produce barley with the characteristics mentioned above and the application of this on the end product.

The funding granted by Campus Iberus to the consortia has enabled them to organise meetings for the purpose of exchanging ideas to find key lines that could be presented as future innovative products as part of each group's research. The four consortia receive support from the Project Promoter in the area of Agri-food and Nutrition of Campus Iberus and from the Campus Iberus Office in Brussels.

The four consortia are currently working on the design of project proposals that will be submitted over the next two or three months to European calls of the Horizon 2020, POCTEFA and SUDOE Programmes.

**2- Area of Energy in the Environment.** Launch of the call for the setting up of inter-university consortia of Campus Iberus in the field of Energy and the Environment ([http://www.campusiberus.es/?page\\_id=9557](http://www.campusiberus.es/?page_id=9557)). The call was launched on 15 June and closed on 24 July. The purpose of the call was the incorporation of consortia in certain areas of specialisation of Energy and the Environment, identified in the Action Plan to improve Innovation in the Ebro Valley in this particular sphere. The areas of specialisation defined in the call were: Energy efficiency, energy storage and management, and bioenergy.

The call Assessment Committee is currently evaluating the projects submitted and four new consortia will be put in place in early October 2015. Consequently, with the support of the Promoter of Projects in the area of Energy and the Environment (incorporated into Campus Iberus as part of the Iberus2020 project, funded by the Ministry of Economy and Competitiveness within the *Europa Redes y Gestores* call of 2014) and the Campus Iberus Office in Brussels, they can now work on the new calls of the Horizon 2020 Programme.

**3- Technologies for Public Health sphere.** Planning and agreement for preparation of the Action Plan to improve Innovation in the Ebro Valley in the Technologies for Public Health sphere. Work is scheduled to commence in October 2015 with regard to preparing this new Action Plan. Over this period we have set up an agreement with Banco Santander to enable the bank to support Campus

Iberus in the Iberus-Health initiative. Said initiative will enable between eight and 10 inter-university consortia to be introduced and funded in specific areas of specialisation identified in the Action Plan, in partnership with businesses, hospitals and other relevant regional entities. As in the case of Nutrition and Energy, in 2016 we also intend to reinforce the international nature of these consortia by recruiting researchers from French and UK universities.

Over this period, the work performed on organising several matchmaking events has been extremely important, as detailed in other milestones. These events have enabled us to encourage coordination between researchers from different universities and allow these researchers to partner businesses with a view to joint participation on European and international R&D&I projects.

Whilst on the subject, we should highlight the importance that development of the “EU Target 2020 Platform” (<https://www.infozara.es/webtarget/>) match-making tool has. This tool is being used as part of the POCTEFA, EBRoS2020 project and is providing opportunities for collaboration between research groups from the six EBRoS universities, tied to funding opportunities within the framework of the Horizon 2020 Programme.

### **Most significant results**

#### **1- In the Agri-food and Nutrition area**

- Setting up of the four NUTRIBERUS consortia. Four kick-off meetings (12/03/15, 25/04/15, 4/05/15, 25/05/15)
- Presentation by the Nutriberus 2 consortium of one European project in the NUTRICOG the JTI “Health Diet for a Healthy Life” (HDHL) call
- Design of four project proposals targeted at the initial calls of the interregional POCTEFA and SUDOE programmes. Currently in the preparation stage. Closing in November 2015.
- International Day organised by the Nutriberus 4 consortium: “Barley Day”. ([http://www.campusiberus.es/?page\\_id=6479](http://www.campusiberus.es/?page_id=6479))
- Dissemination of the activities (Nutrition Day, consortium meetings, etc.) of the consortia in the press (La Vanguardia, etc.), institutional websites and other media channels

#### **2- In the sphere of Energy and the Environment**

- Launch of the Campus Iberus Call for the formation of consortia in the Energy area
- Creation of four inter-university and multidisciplinary research groups in the Energy sphere
- Definition of projects for the setting up of consortia in energy efficiency, energy management and storage, and bioenergy
- Match-making day in the area of energy, with participation by 44 entities belonging to universities, research institutes, technological centres and businesses

#### **3- Most significant results in the Technologies for Public Health area of specialisation**

In the Technologies for Public Health area, the most important result over this period has been the definition of a specific work plan for this sphere and the signing of a 24-month partnership agreement between Banco de Santander and Campus Iberus, for an amount of €300,000. This agreement will allow us to set up the Action Plan in October 2015 to improve innovation in the Technologies for Public Health in the Ebro Valley.

Table I. Description of the project's actions

<p>To perform the actions within the framework of this Milestone we have used the human resources of Campus Iberus universities and of the Consortium, and own and third-party funding for the setting up and financing of the consortia. Thus, a sum of €50,000 was endowed by the <i>Fundación la Caixa</i> for the Agri-food area, along with funds from the POCTEFA EBRoS2020 project (headed by Campus Iberus) for recruitment of the Promoter of projects in this area. As regards Energy and the Environment, Campus Iberus has provided an endowment of €30,000 for launch of the call and funding of the consortia. In addition, recruitment of the Promoter of Iberus projects in the area of Energy and the Environment is being funded through the Iberus 2020 project of the <i>Europa redes y gestores</i> call. In the Technologies for Public Health area, the agreement with Banco de Santander will contribute funding of €300,000 over 24 months for project development.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have taken place.</p> <p>Once again it is important to highlight the Campus Iberus strategy of continuing to arrange agreements with public and private entities for the definition and capture of funds to enable the development of new R&amp;D&amp;I activities and projects. The activities described, within the framework of these Milestones, represent a clear example of this.</p>
<p><b>Proposal for corrective actions</b></p> <p>No corrective actions are scheduled <i>per se</i>, but we do intend to reinforce the Campus Iberus strategy in terms of attracting external funds for sustainability of the actions addressed and for the development of new activities, as well as fostering the setting up of stable inter-university research groups and partnerships with other relevant players (businesses) in the Campus' areas of specialisation.</p>



<b>Strategic Focus</b>	<b>Scientific improvement and knowledge transfer</b>
<b>Action</b>	B.1 Consolidate a research of excellence based on the areas of specialization of Campus Iberus
<b>Milestones</b>	Milestone 18: Participation in the call for projects of the 2014-2020 POCTEFA Programme to extend the actions of the EBRoS2020 project to the other specialisation areas of Campus Iberus
<b>Objectives</b>	- Intensify those actions targeted at strengthening the EBRoS cross-border aggregation process between the four Campus Iberus universities and the French universities of Pau and Toulouse.
<p><b>Progress towards the initial objectives</b></p> <p>Over the previous period, and as the coordinator, Campus Iberus presented a project proposal to the <b>Spain-France-Andorra Cross-border Cooperation Project (POCTEFA)</b>. The EBRoS2020 project aimed to obtain funding to set up the EBRoS cross-border cooperation strategy in the field of European R&amp;D&amp;I projects. The project was approved for a 15-month period, with an overall cost of €287,863 and a grant awarded as part of the POCTEFA programme for <b>€187,111</b>.</p> <p>Throughout this period we have been working on implementation of the EBRoS2020 project to encourage coordination and joint activities between the four universities of Campus Iberus and the universities of Pau and Toulouse within the framework of the EBRoS Cross-border Campus.</p> <p>The implementation of the EBRoS2020 strategy has involved coordinating the strategies of each of its universities in attracting European funds for R&amp;D&amp;I projects. This strategy will go some way to setting up stronger inter-university research groups in the specialisation areas of the Campus. It will also help businesses form a permanent part of these research groups. Furthermore, the development of the project represents key optimisation in the use of resources, through reinforcement of the new European Projects Unit of Campus Iberus and its coordination with the different management structures that are in place at the universities, thanks to recruitment of the Promoter of projects in the Agri-food and Nutrition area.</p> <p>Over this period, the implementation of the EBRoS2020 project has involved work performed in the following areas:</p> <ul style="list-style-type: none"> <li>- Coordinated reinforcement of the universities to enable them to take part in the Horizon2020 project, mainly through training activities, dissemination of information and benchmarking activities.</li> <li>- Reinforcement of cooperation between the EBRoS universities and between these universities and businesses, to promote joint participation in calls for European projects and initiatives. Efforts are initially being focused on one of Campus Iberus' areas of specialisation - Agri-food and Nutrition - through a pilot project. The monitoring and assessment of this level of action will enable us to extend these activities to other sectors in areas of common interest for the six regions.</li> <li>- Setting up of research consortia in the agri-food and nutrition areas, comprising researchers from the six EBRoS universities as well as businesses, as described in milestone 17.</li> <li>- Analysis, study and definition of public-private aggregation models for the EBRoS Cross-border Campus to maximise opportunities to perform research and innovation projects in the new European programming period (2014-2020). In this specific field of action, we should highlight the analysis of the legal personality of a "European group for territorial cooperation" as a possibility for effectively constructing the EBRoS Cross-border Campus. Over the next few months and as part of the renewal of the Partnership Agreement between Campus Iberus and the universities of Pau and Toulouse, work will take place on analysing this legal personality that could be adopted for the EBRoS Campus.</li> </ul> <p>The work performed over these months on the EBRoS2020 project and the results that are being</p>	

obtained, reveal the need to continue with this project for strategic construction of the EBRoS Cross-border Campus, by submitting a new project proposal to the first call of the new POCTEFA Programme, for the 2014-2020 period. This call aims to give continuity to the EBRoS2020 project, with a reinforced focus on intensification of public-private collaboration for development of R&D&I projects and actions.

In this regard we are working on a project proposal that includes new lines of training, matchmaking activities and the creation of new mixed consortia in other areas of specialisation of Campus Iberus. The project revolves around focal point 1 of the "Revitalise research and competitiveness of the POCTEFA" programme, strengthening joint actions by all agents on both sides of the border, in terms of Research and Innovation. Once again, Campus Iberus is attempting to establish cross-border actions that promote joint activities and lead to an enrichment of both regions.

### **Description of the work performed and the role of participants**

Within the EBRoS2020 project and with all partners committed to working towards sustainability of the key objective defined in the previous project that focused on reinforcing the European project offices of participating universities, we have commenced the process to define new activities for the POCTEFA project proposal (2014-2020). The previous experience, the excellent harmony that exists between cross-border universities that make up the EBRoS campus and the superb results achieved in the EBRoS2020 project serve to reinforce the interest of partners in presenting a new POCTEFA project that permits an increase in the activities that have enriched project members on both sides of the border.

On 15 July, at the latest monitoring meeting for the EBRoS2020 project, a brainstorming process took place to define the new lines of the project. These lines involve extending the activities carried out over the previous period and value-added implementation as a result of the consolidation of Spanish-French cooperation in the POCTEFA eligible territory.

The focus of the new project includes the following stages:

1. Activities to train researchers and/or managers to improve knowledge in the preparation of European-scale R&D&I projects. The number of online activities of a strongly cross-border nature, and which are widely accepted, will be increased.
2. Foster the creation of new mixed groups (researchers, technological centres and sectoral businesses) through identification of the common areas of specialisation extracted from the Smart Specialisation Strategies (RIS3) in participating regions. In addition to the university-business relationship, these new consortia will also strengthen cooperation of all agents of the quadruple helix. There is also the possibility of including cross-border consortia that enable value-added to be contributed to the current consortia.
3. Inter-university match-making activities, extending these actions through to presentation of collaborative European projects through the groups that are generated during the events
4. Reinforce joint doctorates or qualifications targeted at the inherent strengths of the different partners. This action is in line with those of the area of Improved Teaching and Adaptation to the EHEA.
5. Encourage the mobility of personnel between project offices and technological centres to increase the knowledge of agents involved in promotion of new European opportunities and initiatives in research and innovation.

The participants of EBRoS2020 have already confirmed that they will take part in this new collaborative proposal and have suggested the need to extend the consortium with new partners that help reinforce the cross-border cooperation networks and actions within the POCTEFA region.

The new project proposal, also spearheaded by Campus Iberus, will be submitted to the Programme

Table I. Description of the project's actions

<p>Management Authority for assessment in November. The new project will enable co-funding of its actions in order to continue with implementation of the EBRoS2020 strategy.</p>
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Good results of the EBRoS2020 project. Joint and individual training days at each of the universities. Organisation of match-making events. Setting up of Campus Iberus consortia in the area of Nutrition and Functional Foods. Organisation of the 1st European Meeting of the Cross-border Campus. Analysis of the legal forms for territorial aggregation. Consultancy in the drawing up of joint project proposals between universities.</li> <li>- Presentation of a project proposal to the POCTEFA programme (2014-2020) in the priority focal point 1: Reinvigorate innovation and competitiveness</li> </ul>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>The performance of the activities within the EBRoS2020 project is being funded with a grant obtained from the Programme (€187,111). In preparation of the new project proposal to be presented, we are using human resources from the four universities of Iberus, as well as the resources of the Consortium.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have taken place.</p>
<p><b>Proposal for corrective actions</b></p> <p>No corrective actions are envisaged.</p>

Table I. Description of the project's actions

<b>Strategic Focus</b>	<b>Scientific improvement and knowledge transfer</b>
<b>Action</b>	B.1 Consolidate a research of excellence based on the areas of specialization of Campus Iberus
<b>Milestones</b>	Milestone 19: Participation in the call for projects of the 2015 SUDOE programme, to address new actions to strengthen cooperation between EBRoS universities in R&D&I matters, encouraging joint actions with Portuguese universities
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Strengthen joint actions between EBRoS universities and Portuguese universities.</li> <li>- Obtain funding from the SUDOE programme for development of a specific cooperation strategy with Portuguese universities and entities in the area of R&amp;D&amp;I</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>As part of the first call of the SUDOE Programme 2015, Campus Iberus will submit a project as part of the Network of Spanish Agri-food Campuses of International Excellence. The project addresses the first priority focal point of the Programme, based on promotion of the innovation capabilities for smart and sustainable growth of the SUDOE, whose specific objective is to reinforce the synergistic and networked operation of cross-border Research and Innovation based on smart specialisation (RIS3).</p> <p>Pursuant to the objectives set out at Campus Iberus to increase the level of cooperation with cross-border regions, the project aims to create a Network of cross-border agri-food focal points with several Spain-France and Spain-Portugal nodes where innovation can be promoted in areas of agri-food, nutrition and gastronomy in the SUDOE region. The main objective is to align agri-food partners with the project contents to promote innovation capabilities from several Spain-France and Spain-Portugal cross-border nodes, and focus these on smart and sustainable growth in line with the Europe 2020 strategy.</p> <p>The following Campuses of International Excellence will form part of the Spanish consortium for the project: Campus Iberus, EUSKAMPUS (University of the Basque Country, Tecnalia Corporación Tecnológica, Donostia International Physics Center (DIPC)), e-MTA and Euromediterranean Campus (University of Girona, Balearic Isles, Catalan Institute of Water Research (ICRA), Higher Council of Scientific Research (CSIC)), CeIA3 (Universities of Almería, Cádiz, Huelva and Jaén, spearheaded by the University of Córdoba), Campus do Mar (headed by the University of Vigo and participation by three Galician universities, CSIC and the Spanish Institute of Oceanography - IEO). The <i>Fundación Triptolemos</i>, the structure of which includes the Network of Agri-food Campuses of International Excellence, will also form part of the consortium. In addition, groups from the regions of Pau, Toulouse, Bordeaux, Montpellier, northern and southern Portugal are among the partners that will form part of the cross-border nodes.</p> <p>The core aim of the Project is clearly expressed in its title: The creation of a major agri-food network in the SUDOE space: <i>“Network of Agrifood ecosystem in SUDO, space for the promotion of regional socio-economic growth”</i></p>	

<p><b>Description of the work performed and the role of participants</b></p> <p>The work performed within the framework of this milestone has focused on the entire process of coordinating preparation of the project proposal to be submitted from the Network of Agri-food Campuses of International Excellence to the SUDO E Programme.</p> <p>The project idea, proposed by Campus Iberus, was presented at the meeting of the Management Board of the Network of Agri-food Campuses of International Excellence, held in Valencia on 11 March 2015, where four strategic pillars were identified:</p> <ol style="list-style-type: none"> <li>1. Alignment of the agri-food campuses with the content of the RIS3 Communities of Innovation in Food and Health.</li> <li>2. Identification of the RIS3 priorities and RIS3 Communities in the SUDO E region.</li> <li>3. Promoting the transfer of knowledge and innovation in the agri-food sector of the SUDO E region.</li> <li>4. Innovation guide in the agri-food sector for the SUDO E region.</li> </ol> <p>More specifically, work over this period has centred on:</p> <ol style="list-style-type: none"> <li>1. Definition of the project idea and construction of the general aims of the same.</li> <li>2. Analysis to check that the project objectives match the priorities set out in the new Programme</li> <li>3. Identification of potential partners for the project, both within the Network of Agri-food Campuses of International Excellence as well as for the cross-border nodes in France and Portugal.</li> <li>4. Drafting of the proposal</li> <li>5. Coordination from Campus Iberus of the process to prepare the proposal and interaction with all project partners</li> </ol> <p>Campus Iberus, as the promoter of the project idea, has led the work process in preparing this project proposal. This has served to showcase Campus Iberus as a Campus of International Excellence with a clear strategy and international vocation, with the ability and interest to lead strategic projects and be able to coordinate an ambitious structure of partners for a project of this importance and scope. The project proposal to be submitted to the SUDO E call supplements the proposal to be presented to the POCTEFA Programme to promote development of the EBRoS Cross-border Campus, described in the previous milestone. Both projects are complementary instruments for the introduction of the EBRoS2020 and Iberus2020 Strategies of Campus Iberus, with a marked focus on internationalisation within the European context.</p> <p>To date, the joint work carried out by members of the Network of Agri-food Campuses of International Excellence in preparing the proposal, the universities' potential to boost introduction of Smart Specialisation Strategies in the regions, the cross-border contacts provided by the Spanish Campuses of International Excellence and the support of Campus Iberus in coordination of the entities and in drafting the proposal all serve to make it an excellent candidate.</p>
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Campus Iberus's leadership in the structure of the Network of Agri-food Campuses of International Excellence</li> <li>- Strengthening the interaction of Campus Iberus with other Spanish Campuses of Excellence</li> <li>- Contact with other French and Portuguese entities for the development of projects</li> <li>- Submission of the project proposal to the SUDO E programme prior to 6 November</li> </ul>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>Campus Iberus is using its own human resources to work on the project proposal for the SUDO E Programme</p>

<b>Most significant deviations in achieving the objectives</b> None have taken place. The closing date of the call is 6 November 2015.
<b>Proposal for corrective actions</b> No corrective actions are envisaged. The actual process of preparing the proposal could entail a change that would be addressed in that event, although there is currently no provision for this.

Table I. Description of the project's actions

<b>Strategic Focus</b>	Scientific improvement and knowledge transfer
<b>Action</b>	B.1 Consolidate a research of excellence based on the areas of specialization of Campus Iberus
<b>Milestones</b>	Milestone 20: Interest and involvement of Campus Iberus in at least two European initiative/networks already identified as relevant for the consortium
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Strengthen international visibility of the R&amp;D&amp;I capabilities of the Campus Iberus universities, with a special focus on their areas of specialisation and on the inter-university research groups created</li> <li>- Take part in key European initiative/networks at national and international level that enable us to promote active positioning of Campus Iberus, particularly in its areas of specialisation</li> <li>- Catalyse the setting up of R&amp;D&amp;I actions in the areas of specialisation of Campus Iberus, together with other European and international agents</li> <li>- Strengthen the Campus Iberus brand and global internationalisation strategy</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>One essential aspect in the Campus Iberus R&amp;D&amp;I strategy is internationalisation. The positioning and participation of Iberus researchers on European networks and initiatives is a necessity in the process of taking part and attracting funds to carry out projects in Europe.</p> <p>The internationalisation of R&amp;D&amp;I, the positioning on European initiatives of interest and the promotion of joint participation of Iberus researchers in European research and innovation projects has been significantly reinforced through the Campus Iberus delegation in Brussels, which has been in operation since 1 September 2014.</p> <p>The work performed in the area of bringing Campus Iberus closer to European initiatives/networks and its participation in them that are relevant to the consortium has been carried out in two stages over this period:</p> <ul style="list-style-type: none"> <li>➤ <b>Identification and analysis of key European initiatives/networks</b> of significant interest and impact to Iberus, based on their areas of specialisation and different Action Plans. Based on prior identification, we have detected new initiatives of interest, having analysed a total of 10 large European networks, some of which already feature representation and active participation by one of the Campus Iberus universities.</li> <li>➤ <b>Approach, joining and active participation</b> in those European initiative/networks deemed to be of priority among those identified and analysed. Based on prior identification as well as new identification and analysis, we have selected five major European initiatives/networks where there is already representation and active participation by one of the Campus Iberus universities. We have set up the procedure to join these initiatives as Campus Iberus as a whole, and we have also commenced active participation in one of these initiatives as a Consortium of Universities.</li> </ul>	
<p><b>Description of the work performed and the role of participants</b></p> <ul style="list-style-type: none"> <li>➤ <b>Analysis of European initiatives/networks</b> As regards the identification performed by the Office of Scientific Coordination, as part of the Iberus2020 strategy we have identified and analysed <b>four new European initiative/networks of interest</b> to Campus Iberus, representing <b>a total of 10 European initiative/networks</b> considered to be of special interest for the Campus: - European Regions Research and Innovation Network (ERRIN)</li> </ul>	

- European Regions for Innovation in Agriculture, Food and Forestry Network (ERIAFF)
- European Innovation Partnership "Agricultural Productivity and Sustainability" (EIP AGRI)
- KIC Food4Future (sustainable food supply chain, from farm to fork)
- European Technology Platform Food for Life
- Bio-Based Industries Consortium(BIC)
- European Energy Research Alliance (EERA)
- Fuel Cells and Hydrogen Joint Undertaking (FCH JU)
- Energy Materials Industrial Research Initiative (EMIRI)
- Sustainable Process Industry Through Resource Efficiency (SPIRE)

The analysis, which defines a strategy of incorporation and participation in the initiatives listed, has enabled us **to prioritise five of the 10 structures identified and analysed**, essentially based on: previous participation by one of the Campus Iberus universities, the relevance and concordance with the Iberus areas of specialisation, the international scope and relevance within the European R&D&I Agenda, participating enterprises and the resources required, among others.

Based on these criteria, participation continues with some of these initiatives through existing memberships, and a process has commenced to include Campus Iberus in two of the five prioritised networks. We shall subsequently assess whether or not to join a further three as Campus Iberus, as described below:

**- European Regions Research and Innovation Network (ERRIN)**

The European Regions Research and Innovation Network (ERRIN) is a dynamic network headquartered in Brussels, currently comprising more than 100 European regions, as well as its EU delegations. ERRIN facilitates the exchange of knowledge, actions and joint projects among its members, to strengthen research and innovation capabilities. ERRIN also aspires to influence EU policies so that these respond better to the needs of European regions, and to this end it becomes involved in the debate and agenda of EU institutions. ERRIN members frequently meet at specific workgroups and key events for the exchange of information and good practices, community funding, creation of transnational consortia and the performance of joint projects.

Within the territorial framework of Campus Iberus, ERRIN comprises *Aragón Exterior*, Navarre Delegation with the EU, Catalonia Delegation with the EU. Together with members territorially associated to Campus Iberus, the Campus Delegation in Brussels regularly takes part in the following ERRIN workgroups: "Advance Manufacturing and Nanotech", "Bioeconomy", "Energy & Climate Change", "Health", "Smart Cities", "Water", "Science in Society".

Given the areas of specialisation of Campus Iberus, the previous experience of taking part in this network, the size of the initiative, key areas of the workgroup and the relevance of the regional component in the R&D&I area, we have commenced the process to join ERRIN as Campus Iberus as a whole.

**- European Energy Research Alliance (EERA)**

The European Energy Research Alliance (EERA) is an alliance of universities and public research organisations that represents one of the pillars of the EU Strategic Energy Technology Plan (SET-Plan). EERA encompasses more than 150 universities and research centres that work actively and in coordination with the European industrial platforms to align priorities in research and innovation through 16 Joint Programmes. In the joint programmes, which are aligned with the low carbon technology priorities set out in the SET-Plan and based on national research agendas, the universities and public research organisations work together with other European institutions on research projects and on establishing joint priorities.



The joint programmes that cover a wide range of energy research fields are represented by more than 250 organisations of the EU and associated countries.

Among the 16 Joint research programmes there are four that already feature active participation by researchers from the Campus Iberus universities: Bioenergy, Energy Efficiency in Industrial Processes (EEIP) and Smart Cities.

Given that Energy is a key area of specialisation at Campus Iberus, and given the previous experience of taking part in the Alliance, the European and international scope, the member enterprises, the relevance of the initiative in the EU Strategic Energy Technology Plan (SET-Plan), we have started the process for **Campus Iberus to join EERA as an “umbrella organization”**, duly signing the corresponding partnership agreement.

**- Bio-Based Industries Consortium (BIC)**

The Bio-Based Industries Consortium is an international non-profit association headquartered in Brussels and which represents key players from sectors that currently include agriculture, agri-food, technology suppliers, forestry/pulp and paper, the chemicals industry and energy. With nigh on 200 members that include large corporations, SMEs, clusters, technological centres, universities, technological platforms, etc., BIC is a powerful intersectoral and multidisciplinary representative in the area of bio-based industries, with a key role in the European R&D&I Agenda in the foregoing fields.

Within the framework of Campus Iberus, the following are members of the Bio-Based Industries Consortium: University of Lleida (UdL) and the University of Zaragoza (UZ).

Given that Energy and the Environment represent key areas of specialisation of Campus Iberus, and given the previous experience of taking part on the BIC, the European and international scope, member enterprises and the relevance of the initiative on the European R&D&I, we are very keen to form part of this European initiative, although the membership process has not yet commenced.

**- Energy Materials Industrial Research Initiative (EMIRI)**

In 2012, following implementation of the EU Strategic Energy Technology Plan (SET-Plan) and more specifically its Roadmap in the sphere of Materials, key industrial players and research-leading organisations promoted the Energy Materials Industrial Research Initiative (EMIRI).

Currently, there is no Campus Iberus university that is a member of the Energy Materials Industrial Research Initiative (EMIRI). Given that Energy and Materials represent key areas of specialisation of Campus Iberus, and given the European and international scope, the member enterprises and the relevance of the EMIRI on the European R&D&I agenda, we are very keen to form part of this European structure, although the membership process has not yet commenced.

**- Sustainable Process Industry Through Resource Efficiency (SPIRE)**

SPIRE is an international not-for-profit association that represents the industrial sector in the area of sustainable processes through Resources Efficiency (SPIRE). This Public-Private Partnership (PPP), which was set up in 2012 as part of the Horizon 2020 Framework Programme, represents more than 130 industrial, technological and academic players from more than a dozen European countries, encompassing eight major sectors of activity: Chemicals; Steel; Engineering; Minerals; Nonferrous Metals; Cement; Ceramic Materials; Water.

Currently, there is no Campus Iberus university that is a member of the Sustainable Process Industry Through Resource Efficiency (SPIRE). Given that Energy and Materials represent key areas of specialisation of Campus Iberus, and given the European and international scope of the initiative, the member enterprises and the relevance of SPIRE on the European R&D&I agenda, we are very keen to form part of this European structure, although the membership process has not yet commenced.

<p>The strategy of incorporation and participation on the <b>European Regions Research and Innovation Network (ERRIN)</b> and on the <b>European Energy Research Alliance (EERA)</b> is scheduled to be consolidated at the beginning of the last quarter of 2015, mainly through the work being carried out at the Campus Iberus delegation in Brussels, together with each of the Campus universities.</p>
<p>In the case of the Bio-Based Industries Consortium (BIC), the Energy Materials Industrial Research Initiative (EMIRI) and the Sustainable Process Industry Through Resource Efficiency (SPIRE), although these are highly recommendable structures in terms of strategy pursuant to the areas of specialisation of Campus Iberus, the incorporation of the Campus into these initiatives will be assessed in accordance with the interests of the four campus universities, as well as resources available, to bring these into effect during 2016.</p>
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Identification and analysis of new European initiative/networks of significant value-added for Campus Iberus, in addition to those already identified and analysed during the previous period</li> <li>- Participation in activities of two new European networks/initiatives (European Regions Research and Innovation Network (ERRIN), European Energy Research Alliance (EERA) through the universities of Campus Iberus)</li> <li>- Definition of incorporation plans and commencement of the process to enable Campus Iberus to join the European Regions Research and Innovation Network (ERRIN) and the European Energy Research Alliance (EERA)</li> </ul>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>Firstly, own personnel from the universities and from Campus Iberus that have taken part in the activities carried out within the framework of the European Regions Research and Innovation Network (ERRIN) and the European Energy Research Alliance (EERA).</p> <p>Secondly, human resources that have worked on identifying new initiatives and on defining the strategies of positioning and participation in said initiatives.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>The initial plan was to become a member of four initiative/networks by December 2014, based on preliminary identification of six structures of interest conducted by the Sectoral Committee of R&amp;D&amp;I, in accordance with the Iberus2020 strategy defined, and which focused on European initiatives/networks. A further four networks were subsequently identified that could represent significant value-added to the internationalisation strategy of the Campus. The inclusion in most of the prioritised initiatives has required many months of hard work, and on occasions is subordinate to calls for new members from the initiatives themselves. For this reason, the work being performed within the framework of this action is targeted at defining a roadmap to lay down the milestones for including Iberus in the initiatives identified. Major efforts are being made in positioning on these initiatives due to the huge amount of legwork and the enormous impact of including Campus Iberus in these initiatives.</p> <p>We have commenced the executive process to enable Campus Iberus to join the European Regions Research and Innovation Network (ERRIN) and the European Energy Research Alliance (EERA), which we expect to be consolidated in the last quarter of 2015. We should point out that we have maintained active participation on these two European initiatives through some of the Campus universities that are members of some of these networks.</p>

**Proposal for corrective actions**

Joint assessment of the interests of the four Campus Iberus universities with regard to the initiatives identified and prioritised. Coordination of the work within the framework of this action by the Campus Iberus Delegation in Brussels.

Table I. Description of the project's actions

<b>Strategic Focus</b>	Scientific improvement and knowledge transfer
<b>Action</b>	B.1 Consolidate a research of excellence based on the areas of specialization of the Campus
<b>Milestones</b>	Milestone 21: Preparation of an Action Plan to improve innovation in the area of Technologies for Public Health, following the model of the Action Plans already designed
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Drawing up an Action Plan to improve innovation in the area of Health Technologies.</li> <li>- Consolidation of the international position of the Campus Iberus universities in an aggregate way, in specific areas of R&amp;D&amp;I in the sphere of Technologies for Public Health.</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>In 2013 we drew up the <b>Action Plan to improve innovation in the Agri-food and nutrition area of Campus Iberus</b>, which was officially presented on 25 June 2013 in Pamplona. This Action Plan identifies the main strategic lines and defines specific research and innovation projects in which the aggregation of the R&amp;D&amp;I capabilities of the four Iberus universities offer value-added to each of these on an individual basis. The Plan, which was drawn up with the help of business communities of the four regions, identifies opportunities for public-private aggregation for the development of competitive projects on a national and European scale.</p> <p>In <b>2014</b> we drew up the <b>Action Plan to improve innovation in another of the Campus's areas of specialisation: Energy</b>. In this regard, the work carried out to define the Energy Action Plan of Campus Iberus has commenced by identifying interregional collaboration opportunities within the framework of the RIS3 in this area, and defining specific projects to be carried out jointly between researchers of the four universities. This work has been carried out as part of an initiative with the R&amp;D&amp;I Network, coordinated by the Spanish Foundation for Science and Technology (FECYT) and has finalised with a study that will help with the presentation of new R&amp;D&amp;I projects with the participation of inter-university groups and the participation of businesses in different regional, national and European calls for proposals.</p> <p>During 2015 we have been working on preparation of <b>an Action Plan in the area of Technologies for Public Health</b>, as part of the <b>"Iberus-Health Programme"</b>. This programme, which has come about following the signing of a Partnership Agreement between Campus Iberus and Banco Santander and which has been endowed with €300,000, seeks to identify the main strategic lines of the four universities in this field of specialisation of Technologies for Public Health. It also aims to define specific research and innovation projects in which the aggregation of R&amp;D&amp;I capabilities provide value-added to the individual capabilities, thus enabling greater international projection of our universities, in an aggregate fashion, as well as joint partnership initiatives on a larger scale, through:</p> <ul style="list-style-type: none"> <li>- The setting up of consortia within the specific areas identified in the Action Plan, made up of researchers from the Iberus universities together with other research centres and businesses;</li> <li>- Spearheading R&amp;D&amp;I projects on a national scale and, fundamentally, on a European scale through the consortia set up;</li> <li>- Development of projects and specific innovation actions by the consortia set up, together with businesses.</li> </ul> <p>As with the specific action plans in agri-food and nutrition and in the area of energy, the <b>Action Plan for Technologies for Public Health</b> considers the content of the <b>RIS3 (Regional Innovation</b></p>	

*Strategies for Smart Specialization*) as essential in each of the four regions where Iberus is located. In the new 2014-2020 period, funding for research and innovation activities in the regions through the different Operational Programmes, more specifically the ERDF Programme, is set to be of particular importance. It will therefore be essential to tie the RIS3 strategies in each region to the Action Plans that may be developed, particularly within the framework of an initiative such as Iberus that pools together four different regions.

The aggregation of research capabilities of the universities that form part of Campus Iberus is one of the key challenges facing our Consortium. Promoting the setting up of consortia within the areas of specialisation defined, comprising researchers from the different Iberus universities, together with other research centres and businesses, represents one of the main strategic aims of Iberus. The introduction of these consortia is enabling us to strengthen our national and international position in issues of R&D&I in certain specific areas of specialisation. So these Action Plans represent essential work instruments for Campus Iberus, particularly for its new European Projects Unit (Milestone 16), which will support the introduction of inter-university research groups as well as collaboration with businesses, for the presentation of project proposals for different R&D&I programmes in those spheres or areas of greatest potential identified within these Plans.

#### **Description of the work performed and the role of participants**

The interaction of Campus Iberus as an entity with different public and private agents for the development of actions to promote research and innovation projects has been particularly relevant for the introduction of the specific **"Iberus-Health Programme" in the Technologies for Public Health** area of specialisation, and which is the result of a Partnership Agreement between Campus Iberus and Banco Santander, endowed with €300,000.

In this initiative, which is aimed at consolidating the international position of the Campus Iberus universities, in an aggregate manner, in specific R&D&I spheres with the Technologies for Public Health area and with a 24-month timeline, the **Action Plan for Technologies for Public Health** is an essential tool. The planned execution structure is as follows:

- Preparation of the **Action Plan to improve innovation in the Technologies for Public Health sector** in the Ebro Valley
- Recruitment of an Iberus promoter for the Technologies for Public Health area
- Launch of a Campus Iberus call for the introduction of consortia in the areas of specialisation identified in the Action Plan
- Setting up of consortia
- Specific work of the consortia
- Assessment of the results obtained by the consortia pursuant to the objectives established

For now, we have already identified the following areas of research over which to introduce specific actions; these actions are being developed in the **Action Plan of Technologies for Public Health:**

- Prevention, remote assistance (household devices, telemedicine);
- Multimodal diagnostics (medical imaging, biological signs, predictive modelling, smart devices);
- Tissue engineering (biomaterials, bioreactors, scaffolds, cellular therapy);
- Nanomedicine (nanobiosensors, drug release, nanoconjugates);
- Assistance with disabilities and rehabilitation (remote rehabilitation, disability support systems).

It is particularly important to highlight the Campus Iberus Consortium's commitment in the area of

<p>Health, in which two of its universities - the University of Lleida and the University of Zaragoza - have received accreditation from the Carlos III Health Institute (<i>Instituto de Salud Carlos III</i>).</p>
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Partnership agreement between Campus Iberus and Banco Santander for implementation of the “Iberus Salud Programme”, endowed with €300,000</li> <li>- Definition of the Action Plan for Technologies for Public Health</li> <li>- Identification of research areas over which to implement specific actions of interaction between research groups of the four Iberus universities and specific actions of synergy in the RIS3 strategies of the four Autonomous Communities, as part of the framework of Technologies for Public Health</li> <li>- Showcasing the Campus Iberus work to promote R&amp;D&amp;I cooperation projects in the Technologies for Public Health area.</li> </ul>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>In defining the Action Plan in the Technologies for Public Health area, the dedication of Campus staff has been essential, as has the grant received from Banco Santander within the framework of a partnership agreement signed in 2015 for implementation of the “Iberus-Health Programme” action, of which the Action Plan forms a vital component.</p> <p>Over this period some of the funds have been used to introduce the “Iberus-Health Programme”, to carry out preliminary identification of areas of research, to define the Action Plan in the Technologies for Public Health area and to organise the execution process.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have taken place</p>
<p><b>Proposal for corrective actions</b></p> <p>There are no corrective actions envisaged</p>

Table I. Description of the project's actions

<b>Strategic Focus</b>	Scientific improvement and knowledge transfer
<b>Action</b>	B.3 Promote areas of research with future potential. Synergies of the research groups.
<b>Milestones</b>	Milestone 22: Identification of major impetus projects of interest for businesses in each of the consortium's areas of specialisation. Prioritisation of actions and the introduction of intra-campus projects
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Identification of initiatives of interest for the business sector, in particular the specialisation areas of Campus Iberus.</li> <li>- Promotion of the research, revaluation and knowledge transfer capabilities and use of the results, and improvement of the interaction model of the Campus Iberus universities towards the business sector</li> <li>- Strengthening the university-business relationship and fostering university entrepreneurship and technological innovation</li> <li>- Reinforcement of the internationalisation strategy of Campus Iberus and its association with the business sector</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>Campus Iberus aims to position itself as a prestigious benchmark institution in the scientific-technological sphere in the defined areas of specialisation. To this end, certain elements - such as the following - are considered essential: <b>quality and excellence</b> in research; the need to work in an <b>international context</b>; improved <b>coordination and aggregation of R&amp;D&amp;I capabilities</b>; strengthening the <b>transfer of knowledge</b> and the use of research results; improving the <b>Campus-Business interaction</b> model and promoting <b>university entrepreneurship and technological innovation</b>.</p> <p>In this regard, the identification, setting up and coordination of initiatives and activities related to the <b>Campus-University-Business interaction</b>, both at regional level as well as on an international scale, is one of the priorities of Campus Iberus, in terms of Scientific Improvement and Transfer, in strengthening the evolution of university education towards models of successful and sustainable entrepreneurship, and supporting the instrumentation of <b>stable cooperation with the business community</b>.</p> <p>During the foregoing period, Campus Iberus addressed the following actions related to the coordination and aggregation of R&amp;D&amp;I capabilities, fostering the transfer of knowledge, Campus-Business interaction, university entrepreneurship and technological innovation: (1) The Campus universities defined an action protocol, to be introduced as part of the aggregation framework, for the purpose of increasing business interest in the overall research capabilities offered by the Campus; (2) Three of the Iberus universities (University of Rioja, Public University of Navarre and the University of Zaragoza) formed part of an interregional consortium (Rioja-Navarre-Aragón) together with their respective Chambers of Commerce, to set up a Node for these three regions of the European Enterprise Network (EEN), an initiative of the European Commission that promotes support to SMEs so that they can make use of the opportunities offered by the European market in areas of research, transfer, internationalisation or access to funds; (3) Launch of the Entrepreneurship Award Programme (<i>Iberus Emprende</i>), with the support from the Compañía Logística de Hidrocarburos; (4) Launch of the first inter-university Degree in Entrepreneurship of the Campus Iberus.</p> <p>As a consequence of the foregoing actions, over this period we have performed initiatives of interest to the business sector and set up both intra- and inter-campus actions.</p>	

The following are of particular note given their scope, level of evolution and strategic nature:

- The agreement between Campus Iberus and Sociedad Navarra de Desarrollo (SODENA) to foster the **creation and acceleration of innovative companies in the agri-food sector** through implementation of the **ORIZONT project** as an active member of its Advisory Board.
- Campus Iberus' membership of the **Open Innovation and Co-creation Platform - DEMOLA**

#### **Description of the work performed and the role of participants**

##### ➤ **Campus Iberus–Sociedad de Desarrollo de Navarra (SODENA) Partnership agreement and the ORYZONT Project**

In April 2015, Campus Iberus and Sociedad de Desarrollo de Navarra (hereinafter SODENA) signed a partnership agreement to foster the **creation and fast-tracking of innovative companies in the agri-food sector** through implementation of the ORYZONT project (<http://www.ORIZONT.es/>). ORYZONT is an initiative promoted by SODENA, with collaboration from the European Centre of Businesses and Innovation of Navarre (hereinafter CEIN), whose aim is to be an accelerator of businesses in the agri-food sector during their incipient stages and to become a sector benchmark, attracting entrepreneurial talent and facilitating the development of projects to local, national and international players. ORYZONT is a six-month programme which, under the supervision of a team of entrepreneurial experts, combines a series of elements: methodology, tutoring and mentoring, a co-working space and the provision of seed capital to get the project off the ground.

Campus Iberus, an active member of the Advisory Board of ORYZONT, is responsible for providing advice and consultancy services to those innovative companies selected after the calls launched within the framework of this project. The first call, launched on 15 April 2015, and which closed on 5 June 2015 (<http://www.ORIZONT.es/wp-content/uploads/2015/03/20150224-Bases-de-la-Convocatoria-de-Orizont-V4-Def.pdf>), received close to 100 proposals; ORYZONT aims to fast-track eight of the most innovative.

##### ➤ **Open Innovation and Co-Creation Platform - DEMOLA**

DEMOLA (<http://www.demola.net/>) is an open innovation and co-creation platform financed using public funds and which originated in Finland through Hermia and NOKIA. The platform allows university students, together with R&D&I companies and enterprises, to develop new concepts, products and services (prototypes, pilots, demos, etc.) that can be used in real life. The basic logic behind this innovating model of open innovation, backed by the World Bank ([http://unctad.org/meetings/en/Presentation/MYEM\\_2014\\_Ilari\\_Lindy.pdf](http://unctad.org/meetings/en/Presentation/MYEM_2014_Ilari_Lindy.pdf)), the OECD (<http://www.oecd.org/site/cfecpr/EC-OECD%20Entrepreneurial%20Universities%20Framework.pdf>) and the European Commission ([http://ec.europa.eu/education/tools/docs/uni-business-cooperation\\_en.pdf](http://ec.europa.eu/education/tools/docs/uni-business-cooperation_en.pdf)) as a highly successful model, is that the teams of students involved in development of specific projects receive the intellectual property rights of the results, which can later be acquired by the participating businesses or developed on a larger scale by new spin-off companies. DEMOLA enables students, as part of their academic education, to acquire work experience within the framework of actual and specific business projects, whilst participating companies find innovative solutions to their needs through the integration into their business models of new concepts, ideas, services and products developed by the student community. Thus far, DEMOLA has allowed more than 1500 students and 100 companies to take part in approximately 250 projects. More than 90% of the innovations generated have been licensed or acquired by the business sector for commercial exploitation.

On 26 May 2015, DEMOLA was presented in Zaragoza to different representatives of the Campus



Table I. Description of the project's actions

<p>Iberus, as a continuation of an initial meeting between the Executive Management and Delegation of the Campus in Brussels, DEMOLA and the European Commission during the “6th European University-Business Forum” (Brussels, 6 March 2015. <a href="http://ubforum2015.teamwork.fr/">http://ubforum2015.teamwork.fr/</a>). This presentation in Zaragoza, which featured participation by Vice-chancellors and Deans of the four universities, was spearheaded by the Executive Management of Campus Iberus, Executive Management of DEMOLA Tampere and representatives from the DEMOLA Basque Country node. It also enabled this open innovation platform to be approached for the first time.</p> <p>The interest generated in integrating this successful model into the university-business cooperation and internationalisation strategy of Campus Iberus has evolved towards the organisation of a specific workshop targeted at the Campus Iberus universities, business sectors and regional authorities of the four autonomous communities. This workshop is scheduled to take place in Zaragoza on 8-9 October and its aims are as follows: (1) Presentation of the DEMOLA model: presentation, analysis, real cases of student-business cooperation, good practices; (2) Campus Iberus strategy: analysis, interrelations with regional ecosystems, capabilities and innovative potential for the development of successful DEMOLA initiatives; (3) Integration of DEMOLA into the Campus Iberus strategy and interrelations with the regional ecosystems: roadmap, implementation, communication and decision-taking tools, and resources.</p> <p>The introduction of the DEMOLA model into the university-business cooperation and internationalisation strategy of Campus Iberus is scheduled to take place in the last quarter of 2015, as a logical move following the specific workshop to be held in Zaragoza on 8-9 October 2015.</p>
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Partnership agreement between Campus Iberus-Sociedad de Desarrollo Navarra (SODENA) to provide consultancy services as an expert member of the Advisory Board within the framework of the ORYZONT project.</li> <li>- First call of the ORYZONT project for the creation and fast-tracking of innovative companies in the agri-food sector. Almost 100 projects have been submitted in this first call.</li> <li>- Presentation of the DEMOLA Open Innovation platform and organisation of a specific workshop targeted at the Campus Iberus universities, business sectors and regional authorities of the four autonomous communities for implementation of this model in the university-business cooperation and internationalisation strategy of the Campus.</li> <li>- Definition of the strategy for introducing the DEMOLA open innovation model into the university-business cooperation and internationalisation strategy of Campus Iberus.</li> </ul>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>The resources used for performance of these actions have mainly been staff members belonging to the universities of the consortium and of Campus Iberus.</p> <p>The first call of the ORYZONT project for the creation and fast-tracking of innovative companies in the agri-food sector has been endowed with €100,000 by the <i>Sociedad de Desarrollo de Navarra</i> (SODENA).</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have taken place</p>
<p><b>Proposal for corrective actions</b></p> <p>No corrective actions are envisaged.</p>

<b>Strategic Focus</b>	Scientific improvement and knowledge transfer
<b>Action</b>	B.1. Consolidate a research of excellence based on the areas of specialization of Campus Iberus
<b>Milestones</b>	Milestone 23: Identification of new strategic partners for Campus Iberus
<b>Objectives</b>	- Establish partnership agreements with new strategic partners for Campus Iberus with which to develop joint projects and actions
<p><b>Progress towards the initial objectives</b></p> <p>Throughout this period, Campus Iberus has maintained its strategy of seeking stable partnerships with new strategic partners for the development of unique projects of major interest and value-added for its universities.</p> <p>Partnership agreements have been established with the following partners during this period:</p> <ul style="list-style-type: none"> <li>- Compañía Logística de Hidrocarburos (CLH).</li> <li>- Sociedad de Desarrollo Navarra (SODENA)</li> <li>- <i>Asociación de Científicos españoles en Reino Unido</i> (Association of Spanish Scientists in the United Kingdom, CERU)</li> <li>- <i>Organización de Estados Iberoamericanos para la Educación, la Ciencia y la Cultura</i> (Organisation of Ibero-American States for Education, Science and Culture, OEI)</li> <li>- Business University of Bogotá (UNIEMPRESARIAL), Free University of Colombia, Minuto de Dios University (UNIMINUTO), University of Ibagué, University of Huila (CORHUILA), University of Nariño</li> <li>- <i>Asociación de Científicos Españoles en Estados Unidos</i> (Association of Spanish Scientists in the United States, ECUSA)</li> <li>- DEMOLA</li> <li>- <i>Asociación Profesional de Productores de Compost y Hongos de La Rioja, Navarra y Aragón</i> (Professional Association of Compost and Mushroom Producers of La Rioja, Navarre and Aragón, ASOCHAMP)</li> <li>- EUnivercities Network.</li> <li>- European Energy Research Alliance (EERA)</li> <li>- Conference of French University Presidents (CPU)</li> <li>- European Cross-border Campus</li> </ul>	
<p><b>Description of the work performed and the role of participants</b></p> <ul style="list-style-type: none"> <li>- <b>Compañía Logística de Hidrocarburos (CLH).</b> During this period, Campus Iberus and CLH have renewed their partnership agreement to continue with the joint promotion of entrepreneurship in the Ebro Valley. For the second year running, CLH has supported Campus Iberus in promoting and encouraging entrepreneurship at the Consortium's universities. This year, the joint work has been extended and will focus on two major projects: the II Edition of the Iberus-CLH Entrepreneurship Awards Programme and the I Edition of the Master's Degree in Entrepreneurship of Campus Iberus, which is supported and partnered by CLH.</li> <li>- <b>Sociedad de Desarrollo Navarra (SODENA).</b> Within the framework of the agreement set up with SODENA, Campus Iberus forms part of the Advisory Board of the ORIZONT initiative, an agri-</li> </ul>	

<p>food business accelerator in Navarre, which promotes the setting up of innovative businesses in the agri-food and nutrition sector in the Ebro Valley.</p> <ul style="list-style-type: none"> <li>- <b>Association of Spanish Scientists in the United Kingdom (CERU).</b> The agreement is for the setting up of a pre-doctoral and post-doctoral mobility programme between the universities of Campus Iberus and the enterprises and universities of the United Kingdom where the scientists of this association are integrated.</li> <li>- <b>Organisation of Ibero-American States for Education, Science and Culture (OEI).</b> Campus Iberus has signed two partnership agreements with the OEI during this period for execution of the Campus Iberus – Colombia Skills project, which involves providing 10,000 rural Colombians with training and skills in issues of entrepreneurship, forming associations and project management. The project is taking place between August and December 2015 and involves 180 courses throughout Colombia. This project, with a budget of 1.6 Million Euros, reveals the commitment towards internationalisation of Campus Iberus, as well as the relevance of the aggregation of its four universities which has enabled it to tackle huge and complex projects.</li> <li>- <b>Business University of Bogotá (UNIEMPRESARIAL), Free University of Colombia, Minuto de Dios University (UNIMINUTO), University of Ibagué, University of Huila (CORHUILA), University of Nariño.</b> As a consequence the Partnership Agreement signed between Iberus and the Organisation of Ibero-American States for the performance of the aforementioned project, Campus Iberus has set up strategic agreements with several Colombian universities. The purpose of these is, firstly, to cooperate in the performance of this project and, additionally, to define new lines of collaboration in areas of training, research and innovation.</li> <li>- <b>Association of Spanish Scientists in the United States (ECUSA).</b> Campus Iberus has sealed a deal with ECUSA to take part in the International Consultancy Programme during the 2015-2016 academic year. By taking part in this Programme, Campus Iberus aims to achieve the following: the internationalisation and promotion of the academic, scientific and intellectual capital of Campus Iberus; driving mobility and international projection of young talent from the Iberus universities, and new professional opportunities through active integration of international experts of Spanish origin settled in the USA and Europe as mentors of our students and postgraduates; the creation of secure and sustainable networks of academic guidance and professional opportunities for bilateral collaboration; fostering a culture of global exchange and innovation; the promotion of scientific excellence and the innovative/entrepreneur spirit of students from Campus Iberus, and encouraging the bilateral exchange of Spanish talent (national and international).</li> </ul> <p>The programme shall be put in place at the beginning of October, with identification and selection of the students from the Iberus universities that will take part directly in the Mentoring programme.</p> <ul style="list-style-type: none"> <li>- <b>DEMOLA.</b> Campus Iberus has established an agreement with the international initiative DEMOLA, which arose from the University of Tampere (Finland), to form part of its International Network. This is for the purpose of introducing an Open Innovation system that fosters university-business cooperation, encouraging participation of postgraduate university students in actual R&amp;D projects carried out by regional companies. Currently, the DEMOLA initiative has been established in Sweden, Latvia, Finland, Slovenia and, within Spain, platforms have been set up in the Basque Country and in the Canary Islands. Furthermore, the DEMOLA network has already commenced its activity in the USA and Latin America. Campus Iberus has decided to introduce this model of open innovation, jointly, in the Ebro Valley. This will be the first time that the DEMOLA initiative has</li> </ul>
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been jointly introduced into a group of four regions. The first joint work session between managers of DEMOLA and representatives of universities, regional governments and business associations from the four regions where the Campus Iberus is located is set to take place on 8-9 October. The DEMOLA-Campus Iberus project is an exceptional strategic project that promotes university-business interaction work from a perspective that is complementary to those usually employed by universities, by involving students directly, in a multidisciplinary and multi-campus way, in the development of actual R&D projects proposed by local businesses. In addition, this is a project of great value in promoting interregional coordination and cooperation, one of the main objectives of the Campus Iberus project.

- **Professional Association of Compost and Mushroom Producers of La Rioja, Navarre and Aragón (ASOCHAMP).** The actions carried out by Campus Iberus in the sphere of agri-food and nutrition, with the setting up of the NUTRIBERUS consortia, as explained in Milestone 24 have represented important progress in the Campus Iberus strategy to encourage the aggregation of its research and innovation capabilities in specific specialised areas. The interaction with key enterprises at regional level for the joint development of R&D&I activities in these areas is one of the Consortium's major challenges. ASOCHAMP is an enterprise of strategic value for the Campus Iberus Consortium in the development of joint research projects in areas of nutrition. To this end, work has taken place to set up a partnership agreement that considers specific activities, such as joint participation in Horizon 2020 projects or the integration of ASOCHAMP researchers into the NUTRIBERUS consortia set up this year at Campus Iberus.
- **EUnivercities Network.** Throughout this period, Campus Iberus has maintained ongoing interaction with the European EUnivercities Network which pools together universities in cities from different European countries, as a meeting point for the exchange of good practices and joint development of projects. In the integral development model of Campus Iberus, the interaction between the four universities and the cities where they are located is a high-value component for the coordinated development of activities that encourage the integration of the University and its activities into city life: students, research, innovation... As a consequence of this collaboration, Campus Iberus has integrated itself into a Europe-wide project proposal, which emerged from and is coordinated at the headquarters of this Network, for the development of an Open Innovation model based on interaction between universities and cities. Through this proposal, the four Iberus universities and the four main cities in which they are located will form part of a Europe-wide action to encourage development of a technological transfer and innovation model under the Open Innovation paradigm.
- **European Energy Research Alliance (EERA).** The European Energy Research Alliance is the most relevant platform in Europe related to research into energy issues and represents a key component for the introduction of the European Commission's SET Plan (Strategic Energy Technology Plan). To date, the University of Zaragoza has formed part of this Platform, which is the meeting point for the main European R&D&I agents in energy issues. As part of the Iberus2020 strategy of Campus Iberus, it is now the Consortium itself that forms part of this initiative, integrating the research and innovation capabilities of its four universities in issues as relevant as Bioenergy, Bioclimatic Construction or Smart Cities. Campus Iberus' membership of the EERA is therefore an extremely important strategic step forward, and clearly shows the commitment of its universities to form part of and to add skills and opportunities in different spheres, within the specialisation areas of Iberus.

<ul style="list-style-type: none"> <li>- <b>Conference of French University Presidents (CPU).</b> Among the targets of its Iberus2020 strategy to promote participation of its universities in international European R&amp;D&amp;I projects, Campus Iberus considers the identification and the setting up of agreements with European universities with which to collaborate in the definition and performance of projects. The existence of the EBRoS Cross-border Campus between Campus Iberus and the universities of Pau and Toulouse means that French universities are the major objective in establishing joint actions. In addition, the work of the Campus Iberus Office in Brussels has been essential over this period in strengthening ties with the CPU and with its permanent representation in Brussels. As a result of this interaction, in March this year Campus Iberus was presented at the CPU Conference in Brussels as a model of co-operation and collaboration for participation in European R&amp;D&amp;I projects.</li> <li>- <b>European Cross-border Campuses.</b> As part of the EBRoS2020 project, as described in Milestone 18, the first International Seminar of European Cross-border Campuses was organised (<a href="http://ri.univ-pau.fr/live/seminaire-europeen-interuniversitaire-transfrontalier?languageId=1#">http://ri.univ-pau.fr/live/seminaire-europeen-interuniversitaire-transfrontalier?languageId=1#</a>). A total of 12 European Cross-border Campuses, made up of more than 60 universities, including the Campus EBRoS (Campus Iberus + Universities of Pau and Toulouse), took part in this event. This event led to the introduction of an <i>International Network of European Cross-border Campuses</i>, set to be spearheaded by our EBRoS cross-border campus and co-ordinated from Iberus. This gives Campus Iberus a leadership role at international level which will enable it to promote international cooperation and the exchange of good practices in the constitution and functioning of cross-border campuses. It will also encourage direct interaction with European agents, such as the European Commission, for the development of actions and programmes that promote the development of these Campuses on the European stage.</li> </ul>
<p><b>Most significant results</b></p> <p>As described in the previous section, the formalisation of these agreements with the partners mentioned has enabled us to address a very significant number of special actions and projects at Campus Iberus that will be long-lasting and which represent major consolidation of the Iberus partnership strategy.</p>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>The resources used for the actions described are those belonging to the universities of Iberus and the Consortium.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>As scheduled, work has taken place to promote a large number of strategic partnerships through the Campus Iberus that allow us to commence new singular projects for the Consortium.</p>
<p><b>Proposal for corrective actions</b></p> <p>There are no corrective actions envisaged</p>

Table I. Description of the project's actions

<b>Strategic Focus</b>	<b>Scientific improvement and knowledge transfer</b>
<b>Action</b>	B.3 Promote areas of research with future potential. Synergies of the research groups.
<b>Milestones</b>	Milestone 24: Presentation days to showcase new technologies to businesses in the areas of specialisation of Campus Iberus
<b>Objectives</b>	- Intensify university-business interaction from the Campus Iberus Consortium, to identify emerging technologies of value for industry, fostering cross-border collaboration.
<p><b>Progress towards the initial objectives</b></p> <p>Reinforcing the interaction of Campus Iberus with businesses is a key objective for the Consortium, and this needs to happen transversely in different areas of activity.</p> <p>More specifically, one of the areas where this cooperation is of most importance and where specific actions to facilitate effective cooperation is required is that of Research and Innovation.</p> <p>Throughout this period, we have worked on this particular line, promoting the organisation of meetings between researchers and businesses to facilitate the identification of sustainable opportunities for collaboration. More specifically, we have organised two very important meetings in recent months, in which researchers and businesses have worked jointly on identifying technologies with major potential for development and which are of interest to the industry.</p> <p>The first of these events was targeted at the Environment and it took place in Toulouse.</p> <p>The second, targeted at Energy, took place in Lleida. Furthermore, both have featured an international scope through the EBRoS Cross-border Campus.</p>	
<p><b>Description of the work performed and the role of participants</b></p> <p>The following events have been organised:</p> <ol style="list-style-type: none"> <li>1. LTER SO EUROPE. (<a href="http://www.ebros2020.eu/es/proyectos/noticias/80-seminario-lter-so-europe-toulouse.html">http://www.ebros2020.eu/es/proyectos/noticias/80-seminario-lter-so-europe-toulouse.html</a>). Match-making event organised on 8-9 April in Toulouse, run by the University of Toulouse under the coordination of Campus Iberus. The key purpose of this event was to look for synergies and collaborations between groups of researchers from the six universities of EBRoS2020 Campus to take part in future projects of the POCTEFA programme (2014-2020) and the interaction of these with businesses located in the Spain-France cross-border zone.</li> </ol> <p>Specific technologies in the following areas were presented at the event:</p> <ol style="list-style-type: none"> <li>1. Climate change and human activities.</li> <li>2. Ecosystemic services and ecological engineering.</li> <li>3. Joint assessment of the environment and societies.</li> <li>4. Natural resources and risk management.</li> </ol> <p>A total of 55 persons took part in the event. The result is highly positive and has served to promote the interests of members of the EBROS campus in participating, together with businesses, in cross-border events that motivate collaboration between researchers and the creation of cross-border groups associated to a specific area or areas, thus facilitating initial contact for the formation of cross-border consortia with the potential to take part in future R&amp;D&amp;I projects.</p> <ol style="list-style-type: none"> <li>2- Match-making event in Energy. On 15 June 2015, a match-making event in the area of Energy took place at the University of Lleida. This event was organised by Campus Iberus. The event promoted a series of bilateral meetings between businesses and researchers of the Campus Iberus universities for</li> </ol>	

Table I. Description of the project's actions

<p>submission of projects and new technologies in the field of Energy. A total of 39 attendees participated, broken down as follows: universities (23), technological centres (4) and businesses (12). This reveals the interest in these kinds of meetings that enable university researchers to activate and offer their technology transfer capabilities with businesses that consider these events to be of huge interest in commencing new lines of innovation.</p> <p>Work is currently being carried out to monitor these two events, promoting and facilitating the consolidation of interactions that occur during the same. We expect the impact of this action to lead to the preparation of project proposals or agreements for university-business collaboration, for the development or acquisition of the technologies unveiled.</p> <p>During 2016, Campus Iberus will organise these types of events every quarter, in all of its areas of specialisation, as part of a specific action to promote and reinforce the interaction of Campus Iberus with the local business.</p>
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Presentation of innovative technologies developed by Campus Iberus researchers to local businesses.</li> <li>- Generation of new contacts of cross-border groups in the sphere of the Environment, with interest in joint participation on R&amp;D&amp;I projects.</li> <li>- Creation of new university-business partnership agreements in the area of Energy, as a result of the bilateral meetings at the second of these events</li> </ul>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>The own resources of the Campus Iberus universities and of the Consortium</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None described.</p>
<p><b>Proposal for corrective actions</b></p> <p>No corrective actions are envisaged</p>

Table I. Description of the project's actions

<b>Strategic Focus</b>	Scientific improvement and knowledge transfer
<b>Action</b>	B.1 Consolidate a research of excellence based on the areas of specialization of Campus Iberus
<b>Milestones</b>	Milestone 25: Presentation, as Campus Iberus, of at least 20 project proposals to European R&D&I programmes with the aggregation of researchers
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Consolidation of the Campus Iberus strategy in R&amp;D&amp;I</li> <li>- Promotion of actions in the specialisation areas of Campus Iberus for joint participation with the aggregation of researchers on R&amp;D&amp;I projects in H2020 and other related funding programmes</li> <li>- Promotion of Campus Iberus's international relations</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>One of the cornerstones of the global strategy of Campus Iberus is <b>Internationalisation of Research and Innovation</b> within the folds of the four universities. In this area, one key objective is joint promotion of its participation in European and international <b>R&amp;D&amp;I projects</b>, particularly the <b>Horizon 2020 Programme</b>. On this basis, one of the areas where the greatest efforts have been made to consolidate the Campus Iberus strategy in R&amp;D&amp;I topics is promotion of actions in the Campus' areas of specialisation for joint participation with researchers on H2020 projects and other related European funding programmes.</p> <p>For this reason, at Campus Iberus we have introduced a series of initiatives which, during this period, have led to important results in terms of revitalisation and promotion for the <b>submission of European project proposals</b>. In this regard, we should highlight a series of key actions:</p> <ul style="list-style-type: none"> <li>➤ <b>Implementation of the EBRoS2020 strategy:</b> The EBRoS2020 strategy involves coordination of the strategies of each of its universities in attracting European funds for R&amp;D&amp;I projects. Firstly, the strategy has enabled the setting up of stronger inter-university groups in the Campus' areas of specialisation. Secondly, it has contributed to the permanent inclusion of businesses in these research groups, which represents major optimisation in the use of resources, through reinforcing the new <b>European Projects Unit</b> of Campus Iberus and coordinating it with the different management structures that exist at the universities.</li> <li>➤ <b>Implementation of the Iberus2020 strategy:</b> The Iberus 2020 strategy, as part of the global strategy of the Ebro Valley Campus of International Excellence, is based on consolidation of a stable model of collaboration between universities, taking into consideration criteria of aggregation, specialisation and sustainability, focused on strengthening the position of each university on an individual basis and all of them as a whole, with a view to their participation in European research and innovation programmes, in particular Horizon 2020. As a consequence, the Iberus 2020 strategy is based on coordinating strategies for participation on European and International research and innovation projects of the four Campus universities, as part of the areas of specialisation defined in said programme.</li> <li>➤ <b>European Projects Unit and the Campus Iberus Office in Brussels</b> A key pillar for the introduction of the Iberus2020 strategy has been the inauguration of the R&amp;D&amp;I <b>International Projects Unit</b> of Campus Iberus, as the central structure of coordination and support to participation of Iberus researchers in European and international</li> </ul>	



research and innovation projects, promoting the setting up of inter-university consortia and the participation of businesses. The European Projects Unit of R&D&I of Campus Iberus has **European project** promoters for each specialisation area of Campus Iberus, as well as a full-time agent in Brussels. The **Campus Iberus Office in Brussels** is another key action included in the Iberus2020 strategy. Operational since 1 September 2014, this Brussels-based office is located in the building of the Higher Council of Scientific Research (CSIC) at Rue de Trône, 62. It is permanently staffed by a local agent of Campus Iberus and will complement the work performed by the promoters of European projects of the International Projects Unit of Iberus. This will facilitate the effective positioning in different European initiatives and interaction with the European Commission and other public and private entities of other States.

➤ **Interest and involvement of Campus Iberus in European initiative/networks that are relevant to the Consortium**

The internationalisation of R&D&I and the positioning on European initiative/networks of interest helps reinforce participation in project proposals for H2020 and other related funding programmes. This action, which is bolstered through the Campus Iberus office in Brussels, has mainly been based on: **(1) an analysis of key European initiative/networks** of greater interest and impact to Iberus, based on its areas of specialisation and theme-based Action Plans; **(2) interest, membership and active participation** in those European initiatives/networks considered priority among the ones identified and analysed, based on previous participation by one of the Campus Iberus universities, the relevance and concordance with the Iberus areas of specialisation, the international scope and the relevance of the initiative on the European R&D&I agenda, the entities taking part and the resources required, inter alia.

**Description of the work performed and the role of participants**

The actions addressed through the introduction of the EBRoS2020 strategy, the Iberus2020 strategy, the European Projects Unit and the Campus Iberus Office in Brussels have enabled us to prepare and to present the following project proposals to European R&D&I projects with the aggregation of Campus Iberus researchers:

➤ **Horizon 2020**

- Title: *"PROFESSIONALIZATION OF OPEN INNOVATION MANAGEMENT IN SMES-OPENINNO4SMES"*. Coordinator: Bay Zoltán Nonprofit Ltd. for Applied Research (Hungary). Call: H2020-INNOSUP-2015-3 (ENHANCING SME INNOVATION CAPACITY BY PROVIDING BETTER INNOVATION SUPPORT). Topic: INNOSUP-7-2015 (Professionalization of open innovation management in SMEs). Funding Entity: EC. Campus Iberus participants: University of Zaragoza, University of Lleida.
- Title: *"Smart Specialisation Strategy in the emerging industry of Functional Foods paragraph personalized medicine – SMARTFOOD"*. Coordinator: Cluster Aragónés de Alimentación (Spain). Call: H2020-INNOSUP-2015-3 (ENHANCING SME INNOVATION CAPACITY BY PROVIDING BETTER INNOVATION SUPPORT). Topic: INNOSUP-1-2015 (Cluster-facilitated projects for new value chains). Funding Entity: EC. Funding applied for: 173.989€. Campus Iberus participants: Campus Iberus.
- Title: *"Sustainable Water treatment and Agricultural reuse options for Europe - SuWANu EUROPE"*. Coordinator: Cluster Aragónés de Alimentación (Spain). Call: H2020-ISIB-2015-1

(Innovative, Sustainable and Inclusive Bioeconomy). Topic: ISIB-2-2015 (Closing the research and innovation divide: the crucial role of innovation support services and knowledge Exchange). Funding Entity: EC. Campus Iberus participants: University of Zaragoza, University of La Rioja.

➤ **URBACT III**

- Title: *“Transnational Action-planning network”*. Coordinator: City of Delft (The Netherlands). Call: URBACT III. Funding Entity: EC. Campus Iberus participants: Campus Iberus.

➤ **INTERREG VA SPAIN-France-Andorra Programme. POCTEFA 2014-2020**

- Title: *Development of a system to detect antibiotics in animals and validation in the livestock sector of the cross-border area*. Coordinator: Rafael Pagan (Campus Iberus, N1) Call: First call (10/09/15-10/11/15). Priority focus: Revitalise innovation and competitiveness. Priority objective 1: Reinforce cooperation between different territory players on both sides of the border in issues of R&D&I. Consortium: Between seven and eight Spanish (Zaragoza, Navarra) and French (Eastern Pyrenees, Haute-Garonne) entities comprising three universities (Zaragoza, Perpignan and Toulouse), two companies (Zeulab), one technological centre and one association (Livestock Association). Funding Entity: EC. ERDF funds. Campus Iberus participants: NUTRIBERUS 1 consortium.

➤ **INTERREG V B Southwest Europe Programme. SUDOE 2014-2020**

- Title: *“Collaboration network for development of functional olive oils with a high content of phenolic compounds for the prevention of Cardiovascular Disease”*. Coordinator: M<sup>a</sup>José Motilva (Campus Iberus, N3) Call: First call (21.09.15-6/11/15). Priority focus: Promote innovation capabilities for smart and sustainable growth. Theme-based objective: Reinforce cooperation between different territory players on both sides of the border in issues of R&D&I. Investment priority: Promotion of corporate investment in innovation, the development of associations and synergies between companies, centres of Research and Innovation and higher education. Specific objective 1: Strengthening the synergic and networking performance of Research and Innovation at a transnational level in the specific sectors of the SUDOE using smart specialisation. Consortium: Between seven and 10 Spanish (Zaragoza, Navarra, Lleida and La Rioja), French (University of Toulouse), Portuguese (Technological Institute) entities and a single company (computer tool), with assistance from the industry (Regulatory Board of the Garrigues PDO. Lleida). Funding Entity: EC. ERDF funds. Campus Iberus participants: NUTRIBERUS 3 consortium.
- Title: *“Collaboration network focused on studying the impact of food and animal feed with bioactive components on intestinal health (intestinal flora)”*. Coordinator: Lourdes Sanchez (Campus Iberus, N2). Call: First call (21.09.15-6/11/15). Priority focus: Promote innovation capabilities for smart and sustainable growth. Thematic objective: Reinforce cooperation between different territory players on both sides of the border in issues of R&D&I. Consortium: In progress.
- Title: *“Generation of a research network in the SUDOE area related to use of barley in human food”*. Coordinator: Roxana Savin (Campus Iberus, N4). Call: First call (21.09.15-6/11/15). Priority focus: Promote innovation capabilities for smart and sustainable growth. Thematic objective: Reinforce cooperation between different territory players on both sides of the border in issues of R&D&I

<p><b>Most significant results</b></p> <p>The results obtained are extremely positive as an important step has been taken in consolidating Campus Iberus as an entity that aggregates the research capabilities of its universities and which has the possibility of taking part as an entity in projects financed with European funds. This has been one of the core aims addressed by Campus Iberus: to promote aggregate participation of its researchers on European and international R&amp;D&amp;I projects that enables it to have a position of leadership and a larger critical mass when it comes to tackling these projects. The results obtained confirm that we are working in the right direction. The most significant results are:</p> <ul style="list-style-type: none"> <li>- Presentation of four project proposals as Campus Iberus to different calls of Horizon 2020 and of the URBACT programme</li> <li>- Preparation of a further four project proposals to be submitted to the SUDOE and POCTEFA programmes in the calls that are currently open and which close in the last quarter of 2015</li> <li>- Cooperation with universities and entities of other countries for presentation of these proposals</li> </ul>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>The resources used to carry out the actions as part of this Milestone have mainly been human resources from the universities of Campus Iberus and those of the Consortium: Project Promoters and Campus Iberus Agent in Brussels. In addition, the consortia set up in the areas of Nutrition and Energy have received funding from Campus Iberus that they will use in coordinating the preparation of project proposals such as the ones referred to above.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>Over this period we have identified new opportunities to strengthen cooperation between the Campus Iberus universities in the area of Research and Innovation, as a result of different actions carried out within the different specialisation areas of the Campus. This has enabled us to focus on new actions that were not initially considered, but which are in line with the overall objective of consolidating the international strategy of Campus Iberus. Joint participation in European projects by researchers from several universities represents one of the major future challenges faced by Campus Iberus.</p> <p>The work schedule in this area is conditioned by the existence of calls for proposals that are open for submission of these projects. The 2016 calls of the Horizon 2020 Programme (not yet opened) and the launch of the first calls from the regional and cross-border cooperation programmes for 2015-2020 (recently published) represent an excellent opportunity for Campus Iberus to rise to this challenge.</p>
<p><b>Proposal for corrective actions</b></p> <p>No corrective actions are envisaged, although we do expect ongoing lines of work to reinforce the</p>

Table I. Description of the project's actions

objectives set out in this Milestone, through presentation, as Campus Iberus and as an aggregation of researchers from the four universities, of new project proposals in H2020 and Regional and Cross-border Cooperation Programmes (POCTEFA, SUDEO, MED, ENPI.-MED, etc.), as well as other programmes. This will enable us to fund actions targeted at promoting and facilitating joint and coordinated participation by the Campus Iberus universities with companies and other relevant players in actions to fund R&D&I, and international cooperation.

Table I. Description of the project's actions

<b>Strategic Focus</b>	Scientific improvement and knowledge transfer
<b>Action</b>	B.1 Consolidate a research of excellence based on the areas of specialization of Campus Iberus
<b>Milestones</b>	Milestone 26: Definition of a Joint Action Plan (European Commission) for Campus Iberus as part of introducing RIS3 in the regions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Consolidation of the global strategy of Campus Iberus and implementation of the Action Plans in each of the Consortium's areas of specialisation</li> <li>- Reinforcing the role of Campus Iberus and of the universities in the introduction of Regional Innovation Strategies for Smart Specialisation (RIS3) of the four autonomous communities involved</li> <li>- Definition of efficient funding mechanisms that guarantee sustainability of the aggregation and specialisation model and which maximise the impact of actions</li> <li>- Reinforcing the cooperation and coordination mechanisms between Campus Iberus, universities, the business sector and Regional Governments in terms of sustainability and impact of the aggregation and specialisation model</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>It is essential to analyse the opportunities and challenges of <b>inter-university and interregional cooperation</b> in the new European context of <b>education, research and innovation</b>, with the major European programmes in these spheres and in that of regional cooperation, when seeking and articulating <b>efficient and sustainable synergies</b> between the different <b>funding mechanisms</b> available in the <b>2014-2020</b> programming period. Of particular relevance are the <b>Erasmus+ Programme</b> in the field of education, the <b>Horizon 2020 Programme</b> in the field of research and innovation, and the <b>RIS3</b> (<i>Regional Innovation Strategies for Smart Specialisation</i>) within the framework of the <b>European Structural and Investment Funds</b> (ESIF), as elements for regional development and fostering interregional and cross-border cooperation activities.</p> <p>The specific case of the <b>Structural Funds</b> is, during this 2014-2020 period, particularly important in terms of funding research and innovation activities in the regions through the different <b>Operating Programmes</b>, more specifically the <b>ERDF Programme</b>. To this end, it is extremely important to link the <b>RIS3</b> strategies of the four regions involved in the Campus Iberus model of aggregation to each Action Plan that has been defined throughout the different periods in the Campus' various areas of specialisation which, as described in detail in other milestones, have been:</p> <ul style="list-style-type: none"> <li>➤ <b>Action plan to improve innovation in the Agri-food and Nutrition area</b> (2012-2013 period)</li> <li>➤ <b>Action plan to improve innovation in the Energy area</b> (2013-2014 period)</li> <li>➤ <b>Action plan to improve innovation in the Technologies for Public Health area</b> (2014-2015 period)</li> </ul> <p>These Action Plans (which identify the main strategic lines and define specific research and innovation projects in which the aggregation of the R&amp;D&amp;I capabilities of the four Iberus universities lends value-added to each of them individually) are fundamental work instruments for introducing the global</p>	

strategy of Campus Iberus and, more specifically, its roadmap in issues of **inter-university and interregional cooperation** in the new European context of **education, research and innovation**. The alignment of different Action Plans with the priorities and objectives set out in the Research and Innovation Strategies for Smart Specialisation (RIS3) of each region involved (<http://s3platform.jrc.ec.europa.eu/map>) helps establish a common framework in which to identify and articulate **synergies** between the different **funding mechanisms** that exist in the **2014-2020**, programme, particularly through the different **Operating Programmes**, and especially the **ERDF Programme**.

Based on this, we are looking at a broader perspective of the strategic framework that the 2014-2020 Cohesion Policy offers in terms of **effective combination of funding instruments** for development of actions tied to **education, research and innovation**. Within this framework, and more specifically with regard to the European Structural and Investment Funds, the **Joint Action Plans** represent instruments which, with a clear focus on results and from a perspective of logical intervention, allow us to address major actions (one or more projects) in an integrated way by combining the resources of one or more **Operating Programmes** to achieve the predefined objectives.

Campus Iberus has already started to develop lines of work over this period for the purpose of having sufficient base elements which, together with the **Action Plans** already defined in each of the Campus' areas of specialisation and the commitment and involvement of the different **Regional Governments**, means that in upcoming months we will be able to carry out a **Joint Action Plan** as a one-off milestone in terms of sustainability of the aggregation model and the impact on universities and the regions that form part of the structure.

**Description of the work performed and the role of participants**

➤ **Definition and implementation of Action Plans by areas of specialisation**

- **Action plan to improve innovation in the Agri-food and Nutrition area**

In the 2012-2013 period we drew up the **Action Plan** to improve innovation in the **Agri-food and Nutrition** area of Campus Iberus, which was officially presented on 25 June 2013 in Pamplona. The Plan, which was defined with assistance from the *Fundación La Caixa*, Regional Governments, CSIC and the business communities of the four regions, identifies the key strategic lines and opportunities for public-private aggregation in the development of specific and competitive research and innovation projects on a national and European scale. This Action Plan (which was defined in line with the principles that were behind Horizon 2020 and the Spanish Strategy of Science and Technology in Innovation, as well as the priorities set out in the **Regional Innovation Strategies for Smart Specialisation (RIS3)** of each region associated to the model of aggregation, as described in detail in other actions of Campus Iberus for this period) has served as a pilot experiment to address Action Plans in the other specialisation areas of the Campus.

- **Action plan to improve innovation in the Energy area**

Over the **2013-2014** Period we worked on compiling a specific **Action Plan** for the **Energy** area of specialisation. In compiling this Plan, it was essential to take into consideration the content of the RIS3 of each of the four regions where Iberus is located. In this regard, the work

carried out to define the Action Plan commenced by identifying **interregional collaboration opportunities within the framework of the RIS3** in this area, and defining specific projects to be carried out jointly between researchers of the four universities. This work was carried out as part of an action with the R&D&I Network, coordinated by the Spanish Foundation for Science and Technology (FECYT) and it concluded with a study that will help with presentation of new R&D&I projects with the participation of inter-university groups and the participation of businesses in different regional, national and European calls for proposals.

Because of this initiative, Campus Iberus was invited to take part at the High level Conference **“Mobilising universities for Smart Specialization”** (<http://s3platform.jrc.ec.europa.eu/conference20june>), organised by the European Commission (JRC IPTS) in partnership with the European Universities Association (EUA). The conference was held in June 2014 in Brussels, with presentation of a **case study** on the initiative of the Campus Iberus Energy Action Plan as **a good practice of interregional cooperation in the sphere of RIS3 strategies**. The Campus Iberus case study, under the title “Collaboration to achieve a critical mass” was one of the studies included in a booklet published by the European Commission as part of this conference. This booklet set out good practices for the participation of European universities in the compilation and implementation of RIS3 strategies.

- **Action plan to improve innovation in the Technologies for Public Health area**

During the **2014-2015** academic year, we are working on preparation of **an Action Plan in the area of Technologies for Public Health**, as part of the **“Iberus-Health” Programme**. This programme, which has come about following the signing of a Partnership Agreement between Campus Iberus and Banco Santander, seeks to identify the main strategic lines of the four universities in this Technologies for Public Health field of specialisation. It also aims to define specific research and innovation projects in which the aggregation of R&D&I capabilities provide value-added to the individual capabilities, thus enabling greater international projection of our universities, in an aggregate fashion, as well as joint partnership initiatives on a larger scale. As with the specific action plans in agri-food and nutrition and in the area of energy, the **Action Plan for Technologies for Public Health** considers the content of the **RIS3** as essential in each of the four regions where Iberus is located.

- **Introduction of cross-cutting actions to strengthen Campus-business sector interaction: DEMOLA Open Innovation Platform**

DEMOLA (<http://www.demola.net/>) is an open innovation platform that is financed using public funds and which originated in Finland (Tampere). The platform allows university students, together with R&D&I companies and enterprises, to develop new concepts, products and services that can be used in real life. This model, which has been integrated as an relevant element in the introduction of RIS3 in the region of Tampere and other European regions that have also adopted this open innovation model, has enabled more than 1500 students and 100 companies to take part in approximately 250 projects. More than 90% of the innovations generated have been licensed or acquired by the business sector for commercial exploitation.

On 26 May 2015, DEMOLA was presented to different representatives of the Campus Iberus universities in Zaragoza, as a continuation of an initial meeting between Executive Management and

Table I. Description of the project's actions

the Campus Office in Brussels, DEMOLA and the European Commission during the “6th European University-Business Forum” (Brussels, 6 March 2015). Because of the interest generated in integrating this successful model into the university-business cooperation and internationalisation strategy of Campus Iberus, a specific workshop was arranged targeted at the Campus Iberus universities, business sectors and regional authorities of the four autonomous communities. This workshop is scheduled to take place in Zaragoza on 8-9 October. The DEMOLA model is expected to be implemented within university-business cooperation and internationalisation strategy of Campus Iberus in the last quarter of 2015, as a logical move following the specific workshop to be held in Zaragoza on 8-9 October 2015.

➤ **WIRE 2015: Week of Innovative Regions in Europe**

Every year, the Week of Innovative Regions in Europe (WIRE 2015) gathers together different interested parties, such as regional authorities, public organisations, universities and research centres, the industrial sector, etc., to pool relevant issues in European research and innovation. The 2015 event, which took place in Riga on 4-5 June 2015 as part of the Latvian Presidency of the Council of the EU with support from the European Commission, focused on analysing the impact of the Europe2020 Strategy. It also focused on reviewing the political priorities through to 2020 following the economic crisis, on encouraging investment in research and innovation in the regions and Member States of the EU, on analysing new political and funding instruments targeted at the 2014-2020 programming period and the potential for innovation and knowledge, as well as on assessing the challenges faced by the European regions as they put into practice their Regional Innovation Strategies for Smart Specialisation (RIS3).

Campus Iberus, the only Campus of European Excellence invited to this edition of WIRE 2015 (<http://www.aragoninvestiga.org/campus-iberus-presenta-su-modelo-de-agregacion-en-la-semana-de-las-regiones-innovadoras-de-europa/>), presented the model of specialisation and interregional aggregation of the Ebro Valley as a benchmark case study in the section called “*A new role of interregional cooperation in Smart Specialisation*” (<http://wire2015.eu/en/programme/conference-programme/day-1>). In addition, Campus Iberus took part in the “*Workshop on Horizon 2020 & Structural Funds Synergy*” (<http://wire2015.eu/en/side-events/workshop-on-horizon-2020-structural-funds-synergy>), which was for the purpose of analysing the possibilities of combining the different existing European funding mechanisms (H2020, COSME, Erasmus+, ESIF, etc.) to guarantee optimum synergies between funds, maximise the impact on efficiency of public funding, align strategies and methods of performance and complement existing and future work plans that ensure the sustainability of results. The Week of Innovative Regions in Europe 2015 enables us to continue with the line of work that started with the Directorate General of Regional and Urban Policy of the European Commission (DG REGIO), to define a Joint Action Plan within the framework of Campus Iberus and the four universities involved in the model, which is expected to be consolidated during the first half of 2016.

**Most significant results**

- Preparation of Action Plans in the different areas of specialisation of Campus Iberus as base elements for definition of a Joint Action Plan.
- Launching process to introduce the DEMOLA Open Innovation model, such as cross-cutting actions to



Table I. Description of the project's actions

<p>reinforce Campus-business sector interaction for the definition of a Joint Action Plan</p> <ul style="list-style-type: none"> <li>- Consolidation of Campus Iberus as a benchmark case study/good practice for the European Commission (JRC IPTS) and participation of European universities in the preparation and implementation of the Regional Innovation Strategies for Smart Specialisation (RIS3)</li> <li>- Presentation of the Ebro Valley specialisation and interregional aggregation model, as a benchmark case study at <i>"WIRE 2015: Week of Innovative Regions in Europe"</i></li> <li>- Reinforcing the line of work established with the Directorate General of Regional and Urban Policy of the European Commission (DG REGIO) for definition of a Joint Action Plan within the framework of Campus Iberus and the four regions involved in the model</li> </ul>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>The work performed to address the actions described has been carried out with own funds and with the dedication of staff members of the four universities and Campus Iberus.</p> <p>To implement the activities as part of the actions described we have our own budgets stemming from projects coordinated/participated in by Campus Iberus in the performance of agreements between Campus Iberus and the aforementioned businesses/enterprises.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>A Joint Action Plan for Campus Iberus as part of the implementation of the Regional Innovation Strategies for Smart Specialisation (RIS3) in the regions was initially expected to be defined in the first half of 2015. This kind of initiative is strongly tied to the definition of the Operating Programmes in each of the regions and requires direct involvement by the different Regional Governments. Given that Government structures in each Autonomous Community are still being consolidated, we estimate a Joint Action Plan proposal will be available in the first half of 2016. However, during this period we have managed to consolidate key elements with a view to preparing the Joint Action Plan. These include the different Action Plans by area of specialisation, the introduction of cross-cutting actions and intensification of lines of work with the European Commission in this regard.</p>
<p><b>Proposal for corrective actions</b></p> <p>The implementation of the actions indicated above and which commenced during this period, as well as evolution in the negotiation and lines of work with the different Regional Governments and with the Directorate General of Regional and Urban Policy of the European Commission, will lead to further progress in the definition and planning of additional actions in forthcoming months, with a view to developing the Joint Action Plan for Campus Iberus within the framework of introducing RIS3 in the regions.</p>

Table I. Description of the project's actions

<b>Strategic Focus</b>	Scientific improvement and knowledge transfer
<b>Action</b>	B.4 Improve the interaction model university-companies by reinforcing the transfer and valorization of research results
<b>Milestones</b>	Milestone 27: Introduce common rules for the offer of research services and coordination in the purchase of new equipment for common use
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Set up a joint offer of research support services at the four Campus Iberus universities</li> <li>- Promote inter-university use of the Research Support Services</li> <li>- Encourage actions targeted at joint purchasing of new technical-scientific equipment by the Campus Iberus universities</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>The existing coordination of the research support services at each of the four Campus Iberus universities has been one of the objectives established for this period in the area of scientific improvement and transfer. In this regard, major efforts have been made to compile an offer of the services that exist at the four universities, to achieve the following:</p> <ul style="list-style-type: none"> <li>- Jointly promote the offer of Services at the four Iberus universities</li> <li>- Promote use of the services within the universities, irrespective of the university that offers said service</li> <li>- Agree a common pricing policy for use of the Services among researchers and personnel of the four universities</li> </ul> <p>Throughout this period, to make progress with regard to the objectives set we have taken advantage of a similar initiative that started with the G9 Group of Spanish universities of which the universities of La Rioja, the Public University of Navarre, and Zaragoza form part. This initiative also seeks to provide a common catalogue of research support services and a specific pricing policy for member universities. Through this work, we have integrated the offer of Services from the University of Lleida and this has enabled us to make progress in the joint offer of Campus Iberus services.</p> <p>A catalogue featuring the joint offer of services from the Campus Iberus will be available in the first half of October.</p>	
<p><b>Description of the work performed and the role of participants</b></p> <p>Throughout this period, the work has focused on compiling the offer of Services from the four Iberus universities under a common structure, based on thematic areas of activity. Furthermore, this offer has been included on a common platform for the purpose of offering a global catalogue both to universities and externally.</p>	
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Joint catalogue featuring the Support-to-Research Services from the four Iberus universities</li> </ul>	
<p><b>Explanation regarding the use of human, material and economic resources</b></p> <p>The human resources used for this action are basically staff members from the four Campus Iberus</p>	

Table I. Description of the project's actions

universities.
<b>Most significant deviations in achieving the objectives</b> None have taken place. Over the 2015-2016 academic year, we will address the action of setting up procedures for joint purchase of scientific-technical equipment between the four Iberus universities.
<b>Proposal for corrective actions</b> No corrective actions are envisaged

<b>Strategic Focus</b>	Teaching Improvement and Adaptation to the EHEA
<b>Action</b>	B.4 Improve the interaction model university-companies by reinforcing the transfer and valorization of research results
<b>Milestones</b>	Milestone 28: II Iberus-CLH Entrepreneurship Awards
<b>Objectives</b>	III Iberus-CLH Entrepreneurship Awards
<p><b>Progress towards the initial objectives</b></p> <p>As part of the Partnership Agreement renewed for 2015 between Compañía Logística de Hidrocarburos (CLH) and Campus Iberus to drive entrepreneurship in the Ebro Valley, we will be offering the second edition of the Entrepreneurship Awards Programme of Campus Iberus-CLH.</p> <p>The Sectoral Committee of R&amp;D&amp;I, together with the company CLH and under coordination from Campus Iberus, has been working on defining the II Entrepreneurship Awards Programme, which represents consolidation of the Programme that started last year and which has proven to be so successful.</p> <p>The call for the Entrepreneurship Awards Programme was launched in May and closed on 31 July. Website: <a href="http://www.campusiberus.es/?page_id=8108">http://www.campusiberus.es/?page_id=8108</a></p> <p>As with last year's programme, there are two modalities: Modality I – Generator of innovative ideas based on knowledge, and Modality II – Business project. Currently, we have introduced the application assessment mechanisms to select those that will enter a second stage of evaluation, set to take place at the Iberus Emprende 2015 Event at the end of November.</p> <p>The Entrepreneurship Award Programme has been endowed with <b>€20,000</b> from Compañía Logística de Hidrocarburos. The Programme gives two awards for each of the categories, as well as a follow-up plan and support to both innovative ideas as well as business projects. This support will be provided jointly by the structures that provide support to innovation and entrepreneurship of the four Iberus universities, with the backing of Compañía Logística de Hidrocarburos. The four awards to be given within the Programme include offering scholarships to carry out the Campus Iberus Master's Degree in Entrepreneurship during the 2015-2016 academic year, in which the support from CLH is essential.</p>	
<p><b>Description of the work performed and the role of participants</b></p> <p>We have renewed the partnership agreement between Campus Iberus and CLH to introduce a second edition of the Entrepreneurship Awards. CLH and the Sectoral Committee of R&amp;D&amp;I of Iberus have jointly defined and approved the II Programme of Awards, the call for which was launched on 27 May 2015. A total of 14 proposals have been received and these are currently being evaluated by the Assessment Committee, in accordance with the provisions set out in the call. The presentation and handover of the Awards for this second edition of the Programme will take place on 21 October.</p>	
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Renewal of the partnership agreement between CLH and Campus Iberus</li> </ul>	

Table I. Description of the project's actions

<ul style="list-style-type: none"><li>- Definition of the Programme for the II Iberus-CLH Entrepreneurship Awards</li><li>- Launch of the official call:</li><li>- Assessment of applications received</li></ul>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>In performing this action and as part of the agreement signed with Campus Iberus, CLH made a contribution of 20,000 Euros, a sum that was spent on the organisation and management of the awards, including the awards themselves.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have taken place</p>
<p><b>Proposal for corrective actions</b></p> <p>There are no corrective actions envisaged</p>

<b>Strategic Focus</b>	Scientific improvement and knowledge transfer
<b>Action</b>	B.4 Improve the interaction model university-companies by reinforcing the transfer and valorization of research results
<b>Milestones</b>	Milestone 29: Introduction of the Iberus Awards for research: research career, knowledge transfer, creation of businesses
<b>Objectives</b>	- Creation of the Iberus Awards for research:
<b>Progress towards the initial objectives</b> As set out in the Campus Iberus Action Plan for 2015 and 2016, this action will be addressed in the second half of 2015.	
<b>Description of the work performed and the role of participants</b> Planning of the work schedule to perform this action.	
<b>Most significant results</b> The action has not yet started to be implemented.	
<b>Explanation regarding the use of human, material and economic resources</b> None have taken place	
<b>Most significant deviations in achieving the objectives</b> N/A.	
<b>Proposal for corrective actions</b> No corrective actions are envisaged	

<b>Strategic Focus</b>	Development of an all-encompassing social model
<b>Action</b>	C.1 Reinforce the role of universities as a revitalizing element for the socioeconomic environment
<b>Milestones</b>	Milestone 30: The creation of at least one Campus Iberus Chair of Excellence
<b>Objectives</b>	- The creation of Campus Iberus Chairs of Excellence
<p><b>Progress towards the initial objectives</b></p> <p>Over this period of time, and following on from the previous period, work has been done to strengthen interaction and to find new strategic partners for Campus Iberus in order to develop new actions, including that of promoting Chairs of Excellence as a distinguishing element with regard to the approach of specific actions. Once the draft regulation for Campus Iberus Chairs that has been carried out in the previous period has been found to be compatible with the regulations of each of its universities, work can then focus on interaction with strategic partners. The Campus Iberus Action Plan for 2015 and 2016 includes Chairs of Excellence as an attractive element for the development of the Consortium's activity, despite the fact that the Iberus universities themselves are dynamic in the way they have set up Chairs with companies and other bodies as a great element of value for interaction with the business environment. It would thus be opportune to carefully assess the way in which these Iberus Chairs of Excellence could be of true value to their universities and their business environment. Efforts throughout this period have therefore focused on interaction with businesses and institutions in Iberus's local, regional, national and international business environments in order to develop joint projects and activities.</p>	
<p><b>Description of the work carried out and the role of participants</b></p> <p>The work carried out has focused on:</p> <ul style="list-style-type: none"> <li>- Promoting interaction with organisations and businesses in Campus Iberus's business environment</li> <li>- Strengthening relationships with organisations and businesses</li> <li>- Establishing specific actions with said organisations and businesses</li> <li>- Analysing the models for the Chairs of the four Iberus universities</li> <li>- Analysing how to set up Chairs of Excellence within Iberus that complement those of the universities</li> </ul>	
<p><b>Most significant results</b></p> <p>The results achieved over this period are reflected by the new strategic partners with which Campus Iberus has set up specific partnerships to develop concrete activities, as described in milestone 23. These new agreements could be the foundation for Campus Iberus Chairs.</p>	
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>Human resources from the Consortium's own universities.</p>	
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have yet taken place</p>	

<b>Proposal for corrective actions</b>
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None
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Table I. Description of the project's actions

<b>Strategic Focus</b>	Development of an all-encompassing social model
<b>Action</b>	Promote social responsibility
<b>Milestones</b>	Milestone 31: Setting up of a Campus Iberus Equality Observatory as defined
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Development of a gender equality observatory of the Campus that includes the performance and monitoring of the Campus Equality Plan</li> <li>- The carrying out of postgraduate programmes on feminist studies, concerning women and gender, given at the Postgraduate and International Doctorate Centre (CPDI) of the Campus.</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>During the foregoing period we defined what the Equality Observatory of Campus Iberus would be, as an undertaking by the four universities to coordinate certain services through the creation of joint services within the Iberus context. The Observatory was designed as a common website platform to coordinate services and activities of the four universities in the issue of equality. Over this period, work has taken place on coordinating the website portals of the four universities in the area of equality, setting out guidelines on joint actions that provide a shared image and view of these aspects. To date, the equality portals of each university are managed by the university itself, but with a major component of contents coordination and joint actions. Currently, as part of the project to adapt the Campus Iberus website (which will be developed in the last quarter of 2015) there will be a Campus Iberus Equality Portal that will be used as a common window to the portals of each of the four universities, with coordinated dissemination of information.</p>	
<p><b>Description of the work performed and the role of participants</b></p> <ul style="list-style-type: none"> <li>- Coordination of the equality portals that exist at each of the Iberus universities</li> <li>- Performance of joint actions by the four universities in issues of equality, such as the second Joint Manifesto of 8 March 2015, on equality issues (<a href="http://www.campusiberus.es/wp-content/uploads/2012/09/MANIFIESTO-8-DE-MARZO-2015.pdf">http://www.campusiberus.es/wp-content/uploads/2012/09/MANIFIESTO-8-DE-MARZO-2015.pdf</a>)</li> <li>- Definition of the Campus Iberus Equality Portal to be included on the consortium's new website as an integration of the portals that exist at each of the four universities</li> </ul>	
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Contents coordination of the equality portals of the Iberus universities</li> <li>- Introduction of joint actions concerning equality</li> <li>- Definition of the new Campus Iberus Equality Portal</li> </ul>	
<p><b>Explanation regarding the use of human, material and economic resources</b></p> <p>The human resources used to date have been the staff members provided by each university.</p>	
<p><b>Most significant deviations in achieving the objectives</b></p> <p>The Campus Iberus Equality Portal was scheduled to become operational in early September this year.</p>	

Table I. Description of the project's actions

However, the process of renewing the Campus Iberus website to adapt it to the project reality has led to a delay in publication of this Portal. Nonetheless, over this period work has focused on coordination of the portals of each university, which will subsequently facilitate joint implementation on the Iberus Portal.

**Proposal for corrective actions**

No corrective actions are envisaged

Table I. Description of the project's actions

<b>Action</b>	C.5 Develop open community campuses that will become the focus for social and civic life
<b>Milestones</b>	Milestone 32: Common exhibitions plan for the four Iberus universities
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Coordination of the exhibitions plan for the four Iberus universities</li> <li>- Design and approval of a joint exhibitions plan for the four Iberus universities</li> </ul>
<b>Progress towards the initial objectives</b>	
This milestone will be addressed during the 2015-2016 academic year	
<b>Description of the work carried out and the role of participants</b>	
N/A	
<b>Most significant results</b>	
N/A	
<b>Explanation on the use of human, material and economic resources</b>	
N/A	
<b>Most significant deviations in achieving the objectives</b>	
N/A	
<b>Proposal for corrective actions</b>	
N/A	

Table I. Description of the project's actions

<b>Strategic Focus</b>	Development of an all-encompassing social model
<b>Action</b>	C.1 Reinforce the role of universities as a revitalizing element for the socioeconomic environment
<b>Milestones</b>	Milestone 33: Introduction of the Iberus Employability Platform. Updating of the Platform contents. Definition and updating of documentation on career guidance and entrepreneurship)
<b>Objectives</b>	- Introduction of the Campus Iberus Employability Portal
<p><b>Progress towards the initial objectives</b></p> <p>Over this period we defined what the <b>Employability Portal</b> of Campus Iberus would be. We defined the requirements, structure, contents and operations of the portal.</p> <p>During this period we built the Campus Iberus Employability Portal as a web platform that enables visualisation and access to information on activities and opportunities concerning employability developed by the four member universities of Campus Iberus. This enabled us to produce a knowledge map of the offer in different areas that will enable students and graduates of the four universities to choose the global resources that exist.</p> <p>The Portal was set up in February this year and represents an important step forward in the offer of centralised services from the Campus to personnel and students of the four universities, as an effective evolution towards a real model of aggregation.</p> <p>Following creation of the Portal, joint work has taken place and continues to be carried out on providing the Portal contents. The portal may be consulted at the following URL:  <a href="http://www.campusiberus.es/empleabilidad/">http://www.campusiberus.es/empleabilidad/</a></p>	
<p><b>Description of the work performed and the role of participants</b></p> <p>The work over this period has focused on construction of the Portal and on providing portal contents. Firstly, the company SIGMA has developed the portal in accordance with the parameters set out by Campus Iberus and, secondly, the workgroup set up to provide contents for the Portal has been coordinated to contribute information from each university to the Portal in the following areas:</p> <p>This model includes six large blocks:</p> <ul style="list-style-type: none"> <li>▪ Internships: extracurricular courses and work experience for graduates</li> <li>▪ Job listing</li> <li>▪ Training courses: in situ and online</li> <li>▪ Entrepreneurship activities: training, tenders and aid</li> <li>▪ Job guidance</li> <li>▪ Observatory</li> </ul>	
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Introduction of the Employability Portal</li> <li>- Ongoing provision of contents to the Portal</li> </ul>	

Table I. Description of the project's actions

<p><b>Explanation regarding the use of human, material and economic resources</b></p> <p>To construct the Portal and provide the contents we used €120,000 from the 2011 Strengthening sub-programme for this activity.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have taken place</p>
<p><b>Proposal for corrective actions</b></p> <p>No corrective actions are envisaged</p>

Table I. Description of the project's actions

<b>Strategic Focus</b>	Development of an all-encompassing social model
<b>Action</b>	C.1 Reinforce the role of universities as a revitalizing element for the socioeconomic environment
<b>Milestones</b>	Milestone 34: Training programme for Employability Milestone 35: Joint development of a common training programme for corporate tutors with personnel from the four universities, to strengthen the image of Campus Iberus and reinforce relations with the business sector
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Definition and design of customised training programmes adapted to the requirements of businesses and institutions</li> <li>- Development of in-company training at the request of businesses and institutions</li> </ul>
<p><b>Progress towards the initial objectives</b></p> <p>As set out in the 2015-2016 Action Plan of Campus Iberus, these two milestones will be addressed as from September 2015.</p> <p>The two milestones are closely related to milestone 33, in which the Employability Platform has been introduced, and are complementary insofar as their impact is concerned. Work will take place through the Students and Employment Sectoral Committee of Campus Iberus on coordinating the training offer that exists in these areas at the four Iberus universities. New training programmes identified as necessary will be proposed and offered. These will begin to be introduced as from the first quarter of 2016.</p>	
<p><b>Description of the work performed and the role of participants</b></p> <p>The Students and Employment Sectoral Committee will address the work within the framework of these milestones as from September 2015, when a roadmap will be defined for coordination, definition, construction and introduction of these training programmes.</p>	
<p><b>Most significant results</b></p> <p>Results will be produced as from the first quarter of 2016.</p>	
<p><b>Explanation regarding the use of human, material and economic resources</b></p> <p>None to date</p>	
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have taken place</p>	
<p><b>Proposal for corrective actions</b></p> <p>No corrective actions are envisaged</p>	

Table I. Description of the project's actions

<b>Strategic Focus</b>	Development of an all-encompassing social model
<b>Action</b>	C.1 Reinforce the role of universities as a revitalizing element for the socioeconomic environment
<b>Milestones</b>	Milestone 36: Create a work group that includes students from the four universities, to propose efficient mechanisms for listening to students, to channel their concerns and to define common objectives for Campus students
<b>Objectives</b>	- Encourage communication among students of Campus Iberus and the Consortium structure to promote coordinated specific actions targeted at students of the Iberus universities
<p><b>Progress towards the initial objectives</b></p> <p>Throughout this period we have particularly focused on defining specific actions targeted at students of the four Iberus universities, as the cornerstone they represent in the international development of a Campus of Excellence. We have defined specific actions that will be introduced during the 2015-2016 academic year. Prominent among these are the following:</p> <ul style="list-style-type: none"> <li>- International Mentoring Programme (IMP) promoted by the Society of Spanish Scientists in the USA (<i>Sociedad de Científicos españoles en Estados Unidos - (ECUSA)</i>). Campus Iberus will take part in this Programme during the 2015-2016 academic year thanks to the Partnership Agreement signed with ECUSA, through which students from the four Campus Iberus universities, studying the latest two degree courses, master's degree or doctorate, will be mentored and advised in the development of their scientific career by senior researchers of the most prestigious universities and enterprises in the USA (Harvard, Berkeley, MIT, Stanford, Johns Hopkins, inter alia).</li> <li>- DEMOLA. The DEMOLA initiative, scheduled to be introduced in the regions of the Ebro Valley under the partnership agreement between DEMOLA and Campus Iberus, will enable students from the Campus Iberus universities to work jointly as part of multidisciplinary teams on resolving real challenges presented by businesses from the four regions, with mentoring from university researchers and ongoing interaction with the company.</li> </ul> <p>These are two major initiatives that we have worked on throughout this period and which will start to be introduced in October 2015. Both actions are targeted directly at students of the Campus Iberus universities.</p> <p>Once the initiatives been formally implemented, the foregoing group of students from the four Iberus universities will be set up to monitor the implementation of these initiatives and the impact they have on both the students themselves as well as on the regions.</p>	
<p><b>Description of the work performed and the role of participants</b></p> <p>Thus far, the work conducted as part of this milestone has focused on the identification and setting up of specific programmes targeted at students of Campus Iberus, to promote their employability, their direct interaction with their environment and to facilitate the development of a professional career. The programmes worked on over this period are now being put into practice during the 2015-2016</p>	

academic year.
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- Participation of Campus Iberus at the IMP of the Society of Spanish Scientists in the USA (<i>Sociedad de Científicos españoles en Estados Unidos - ECUSA</i>)</li> <li>- Participation of Campus Iberus in the international initiative of Open innovation -DEMOLA</li> </ul>
<p><b>Explanation regarding the use of human, material and economic resources</b></p> <p>The resources used for working on the participation of Campus Iberus in these two initiatives and the resultant costs have been borne directly by the Consortium</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>None have taken place. Even though it is true that we first intended to set up the Group of students in early 2015, we deemed it appropriate to delay the setting up of this work group and monitoring to the date on which the initiatives that are going to be introduced in the area of students are already operational. This decision was taken in view of the monitoring, assessment and control role to be given to the group of students.</p>
<p><b>Proposal for corrective actions</b></p> <p>No corrective actions are envisaged</p>



Table I. Description of the project's actions

<b>Strategic Focus</b>	Development of an all-encompassing social model
<b>Action</b>	C2. Encourage social responsibility
<b>Milestones</b>	Milestone 37: Campus Iberus – Colombia Skills project
<b>Objectives</b>	- Training and teaching skills to people in rural areas of Colombia in entrepreneurship and project management.
<p><b>Progress towards the initial objectives</b></p> <p>One of the Campus Iberus strategic lines of development for the coming years is that of International Cooperation. Campus Iberus, an aggregation of the four universities of the Ebro Valley, is working on a coordinated strategy for cooperation development projects which, because of their characteristics, may require the critical mass which Campus Iberus is able to provide. This is the case of the Skills project in Colombia. The Ministry of Agriculture of Colombia launched an international call to offer training to more than 10,000 people in rural Colombia (peasants, farmers, fishermen. etc.) in the areas of entrepreneurship, innovation and project management. The thematic focus of this project, which combines elements from the agri-food sector and entrepreneurship, coupled with the critical mass necessary to tackle a project of this size, prompted Iberus Campus to submit a project proposal for this international call, which it was then awarded.</p> <p>The project involves the organisation and teaching of over 175 training courses in more than 120 different locations all over the country. The project will be implemented between August and December 2015.</p>	
<p><b>Description of the work performed and the role of participants</b></p> <p>To implement the project, Campus Iberus has launched a call to set up a pool of teachers, experts in the field of entrepreneurship and project management, who are interested in participating in teaching these courses.</p> <p>The call was launched in July (<a href="http://www.campusiberus.es/?page_id=11882">http://www.campusiberus.es/?page_id=11882</a>)</p> <p>The work that has been done since the launch of the call is as follows:</p> <ul style="list-style-type: none"> <li>- Creation of a pool of Campus Iberus teachers to participate in training courses in Colombia</li> <li>- Logistic organisation of the courses to be taught. Currently 42 courses have been completed and another 47 are currently being taught.</li> <li>- Agreements with Colombian universities which collaborate in teaching the courses by providing teachers</li> <li>- Follow-up and evaluation of the courses</li> </ul>	
<p><b>Most significant results</b></p> <ul style="list-style-type: none"> <li>- The first 42 courses were given and there was a very high level of satisfaction among students, with the first 2,000 people being trained</li> <li>- The next 47 courses were set up, with nearly 3,000 students</li> </ul>	

Table I. Description of the project's actions

<ul style="list-style-type: none"><li>- Courses to be taught in November and December have been planned</li><li>- Partnerships with five Colombian universities</li></ul>
<p><b>Explanation on the use of human, material and economic resources</b></p> <p>The €1.6 M budget for the implementation of the project was endowed by the Colombian Ministry of Agriculture and was managed by the Organization of American States.</p>
<p><b>Most significant deviations in achieving the objectives</b></p> <p>This project was not foreseen in the original Planning.</p>
<p><b>Proposal for corrective actions</b></p> <p>No corrective actions are envisaged.</p>

## **Table II: Main Results achieved**

Campus of International Excellence  
of the Ebro Valley – Campus Iberus

**Table II. Main Results**

No.	Strategic focus	Description	Format	Date of achievement
1	Teaching improvement and adaptation to the EHEA	Implementation of the first four courses of the Campus Iberus TRP Training Plan	Document	28/May/2015
2	Teaching improvement and adaptation to the EHEA	Organisation and holding of the 1st Campus Iberus Teaching Days	Teaching Days	18/September/2015
3	Teaching improvement and adaptation to the EHEA	Implementation of the 1st Doctoral Programme in conjunction with Campus Iberus on "Heritage, Communities and Geographical Borders" with the collaboration of the Universities of Pau and Toulouse	Doctoral Programme	2015/2016 academic year
4	Teaching improvement and adaptation to the EHEA	Preparation of the 2nd Doctoral Programme in conjunction with Campus Iberus on "Agri-food Quality, Safety and Technologies"	Doctoral Programme	2016/2017 academic year
5	Teaching improvement and adaptation to the EHEA	Preparation of a project proposal for the next call from the COFUND Horizon 2020 Programme for a Doctoral Programme	Project proposal	April-September 2016
6	Teaching improvement and adaptation to the EHEA	Launch of the 1st edition of the Campus Iberus Master's Degree in Entrepreneurship	Master's Degree	2015/2016 academic year
7	Teaching improvement and adaptation to the EHEA	Holding of the II Campus Iberus Doctoral Days	Doctoral Days	2-3/July/2015
8	Teaching improvement and adaptation to the EHEA	Definition of the Action Plan in the sphere of international relations for Campus Iberus	Document	October 2014 – July 2015
9	Teaching improvement and adaptation to the EHEA	Participation in China Education Expo 2015,	Attendance at the International Exhibition	24-25/Oct/2015

10	Teaching improvement and adaptation to the EHEA	Analysis of existing cooperation frameworks, identification of opportunities and the signing of partnerships between the Campus Iberus universities and Universities in China	Partnership agreements	Oct 2014 –2015
11	Teaching improvement and adaptation to the	Definition of a common framework for the academic progression requirements for the four Campus Iberus universities	Document	March 2015
12	Teaching improvement and adaptation to the EHEA	Definition of the actions to be addressed with regard to establishing common admission processes to the four Iberus universities	Document	March 2015
13	Teaching improvement and adaptation to the EHEA	Identification of the opportunities that the SICUE Programme offers Iberus universities to promote student mobility	Document	January-May 2015
14	Teaching improvement and adaptation to the EHEA	Definition of the special conditions of the mobility Iberus students have within the framework of the Programme	Document	October-December 2015
15	Teaching improvement and adaptation to the EHEA	Creation of an operational management structure, creation of a portfolio of businesses and organisations, and the setting up of partnerships within the framework of the Erasmus+ project for graduates to be able to take part in international internships	Mobility for graduates	October 2014 – July 2015
16	Teaching improvement and adaptation to the EHEA	Launch of the second “Iberus + 2015 call: International internships for graduates”	Call for proposals	October 2015 – July 2016
17	Teaching improvement and adaptation to the EHEA	Definition of a common framework and initial actions for establishing acceptance and admission procedures to the four Campus Iberus universities within the national strategic framework led by the CRUE in this area	Document	2015/2016 academic year
18	Teaching improvement and adaptation to the EHEA	Establishment of strategic partnership relations with relevant R&D entities in the UK, definition of a pre-doctoral and post-doctoral International Mobility Programme and the signing of a collaborative agreement with the Society of Spanish Researchers in the UK ( <i>Sociedad de científicos españoles en Reino Unido, SRUK</i> ).	Partnership agreement	2014/2015 academic year
19	Scientific improvement and knowledge transfer	Creation of the Campus Iberus European Projects Unit via the recruitment of a specialised promoter in the field of Agri-food and Nutrition, the recruitment of a specialised promoter in the field of Energy, the establishment of an office in Brussels and the recruitment of a permanent representative in Brussels.	Personnel recruitment	2014/2015 academic year
20	Scientific improvement and knowledge transfer	One-day event for the official presentation of the Campus Iberus Office in Brussels	One-day event	13/February/2015

21	Scientific improvement and knowledge transfer	Meeting of the Presidents of the four Campus Iberus universities at the headquarters of the Permanent Representation of Spain to the UE (REPER MAEC) in Brussels together with high level representatives from the Autonomous Communities, the Deputy Ambassador and REPER Ministers for Education and Research. Presentation of the Consortium's model of aggregation and specialisation.	High level meeting	12/February/2015
22	Scientific improvement and knowledge transfer	High level meeting between Campus Iberus and the European Parliament. Presentation of the Consortium's model of aggregation and specialisation.	High level meeting	5/March/2015
23	Scientific improvement and knowledge transfer	Participation and presentation of Campus Iberus's model of aggregation and specialisation as a case study at the <i>"2nd HEA Forward-Look Forum: From Regional Clusters to Knowledge Hubs: Unlocking the Potential"</i> (Dublin, Ireland)	Conference	24/May/2014
24	Scientific improvement and knowledge transfer	Participation and presentation of Campus Iberus's model of aggregation and specialisation at the <i>"6th European University-Business Forum"</i> (Brussels, Belgium)	Conference	5-6/March/2015
25	Scientific improvement and knowledge transfer	Participation and presentation of Campus Iberus's model of aggregation and specialisation as a case study at the Conference of French University Presidents <i>"Conférence des Présidents d'Université-CPU"</i> (Brussels, Belgium)	Conference	17/March/2015
26	Scientific improvement and knowledge transfer	Participation of Campus Iberus at the EUA Annual Conference 2015 (Antwerp, Belgium)	Conference	16-17/April/2015
27	Scientific improvement and knowledge transfer	Participation and presentation of Campus Iberus's model of aggregation and specialisation as a case study at the <i>"WIRE, Week of Innovative Regions in Europe"</i> (Riga, Latvia)	Conference	4-5/June/2015
28	Scientific improvement and knowledge transfer	Organisation of the "European Cross-Border Campus" Work Session in collaboration with the University of Pau within the framework of the 2015 "European Weeks of Regions and Cities" Open Days (Pau, France) and the EBRoS2020 project	Work Session	24-25/September/2015
29	Scientific improvement and knowledge transfer	Organisation of the "Cross-Border Cooperation University: transforming borders through excellence" Work Session in collaboration with the University of Pau within the framework of the 2015 Open Days "European Weeks of Regions and Cities" (Brussels, Belgium) and the EBRoS2020 project	One-day event	15/October/2015
30	Scientific improvement and knowledge transfer	Participation at 43 events (8 European Infodays, 14 Brokerage Events, 18 themed events, organisation of 3 own events), 15 networking meetings of work groups and relevant European initiatives, attendance at 11 missions of researchers and technical staff from Brussels Campus universities	Match-making days	October 2014/September 2015

31	Scientific improvement and knowledge transfer	Launch of the "Brussels Travel Grant" to finance missions to Brussels for researchers and technical staff from the Consortium's universities	Call for proposals	15/April/2015
32	Scientific improvement and knowledge transfer	The setting up of 4 of inter-university or consortia groups in the field of Agri-food and Nutrition	Iberus Consortia	October 2014
33	Scientific improvement and knowledge transfer	Presentation by the Nutriberus Consortium of the 2 in 1 project for the NUTRICOG call by JTI "Healthy Diet for a Healthy Life" (HDHL)	Project proposal	8/June/2015
34	Scientific improvement and knowledge transfer	Preparation of 4 project proposals directed at the first calls by the POCTEFA and SUDOE Interreg programmes (currently being prepared)	Project proposal	September-November 2015
35	Scientific improvement and knowledge transfer	Organisation by the Nutriberus 4 Consortium of the "Barley Day" one-day international event	Match-making days	14/May/2015
36	Scientific improvement and knowledge transfer	Launch of the Campus Iberus call for the creation of consortia in the field of Energy	Call for proposals	15/June/2015
37	Scientific improvement and knowledge transfer	The setting up of 4 of inter-university or consortia groups in the field of Energy, made up of researchers from different Iberus universities and with the participation of businesses and other relevant bodies	Iberus Consortia	October 2015
38	Scientific improvement and knowledge transfer	Organisation and holding of the "Match-making event in Energy" one-day event (Lleida, Spain) with the aim of finding synergies and collaboration between groups of researchers from the six EBRoS2020 Campus universities	Match-making days	15/June/2015
39	Scientific improvement and knowledge transfer	Definition of projects for the establishment of partnerships in the fields of energy efficiency, energy storage and management, and bioenergy	Document	October 2014-May 2015
40	Scientific improvement and knowledge transfer	Definition of an Action Plan to improve innovation in the field of Health Technologies for the Public in the Ebro Valley	Document	October 2015
41	Scientific improvement and knowledge transfer	Signing of the partnership agreement between the Santander Bank and Campus Iberus for 24 months with an endowment of €300,000 to set up the Iberus-Health Project	Partnership agreement	September 2015

Table II. Main results

42	Scientific improvement and knowledge transfer	Project proposal presentation, led by Campus Iberus, for the (2014-2020) POCTEFA programme in priority focal point 1; Stimulating innovation and competitiveness	Project proposal	September-November 2015
43	Scientific improvement and knowledge transfer	Project proposal presentation, led by Campus Iberus and within the framework of the Spanish Agri-food CIE Network, for the (2015-2020) SUDOE programme in priority focal point 1; Stimulating innovation and competitiveness (currently being prepared)	Project proposal	September-November 2015
44	Scientific improvement and knowledge transfer	Identification and analysis of new, high-added-value European initiatives for Campus Iberus, in addition to those identified and analysed in the previous period	Document	October 2014 – June 2015
45	Scientific improvement and knowledge transfer	Definition of inclusion plans and the start of the Campus Iberus membership process to the European Regions Research and Innovation Network (ERRIN) and the European Energy Research Alliance (EERA)	Document	September 2015
46	Scientific improvement and knowledge transfer	Identification and analysis of fields of research in which to develop specific actions of interaction between research groups from the four Iberus universities and specific synergy actions for the RIS3 strategies in the four regions within the framework of Health Technologies for Public Health	Document	October 2014 – June 2015
47	Scientific improvement and knowledge transfer	Campus Iberus-Sociedad de Desarrollo Navarra (SODENA) partnership agreement to offer consultancy services as an expert member of the Advisory Board within the framework of the ORIZONT project to create and boost innovative businesses in the agri-food sector	Partnership agreement	June 2015
48	Scientific improvement and knowledge transfer	Launch of the 1st call for the ORIZONT project to create and boost innovative businesses in the agri-food sector	Call for proposals	05/June/2015
49	Scientific improvement and knowledge transfer	Presentation of the DEMOLA Open Innovation platform and the organisation of a specific workshop for Iberus Campus universities, business sectors and regional authorities of the four autonomous communities linked to the implementation of this model that is part of the strategy for internationalisation and Campus university-business cooperation.	One-day presentation	26/May/2015
50	Scientific improvement and knowledge transfer	Organisation of the “DEMOLA: Helping Open Innovation and Co-Creation” workshop for the presentation and analysis of opportunities to implement the DEMOLA model for the promotion of open innovation projects between students and businesses in the Ebro Valley	Workshop	8-9/October/2015



51	Scientific improvement and knowledge transfer	Renewal of the partnership agreement between Campus Iberus and Compañía Logística de Hidrocarburos (CLH) to continue jointly promoting entrepreneurship in the Ebro Valley	Partnership agreement	2014/2015 academic year
52	Scientific improvement and knowledge transfer	Partnership agreement (2) between Campus Iberus and the Organization of Ibero-American States for Education, Science and Culture (OEI) for the execution of the Campus Iberus – Colombia Skills project.	Partnership agreements	September 2015
53	Scientific improvement and knowledge transfer	Partnership agreements with the Business University of Bogotá (UNIEMPRESARIAL), the Free University of Colombia, the Minuto de Dios University (UNIMINUTO), the University of Ibagué, the University of Huila (CORHUILA), and the University of Nariño, as a result of the signing of the Partnership Agreement between Campus Iberus and the Organization of Ibero-American States for the execution of the Campus Iberus – Colombia Skills project	Partnership agreements	September 2015
54	Scientific improvement and knowledge transfer	Partnership agreement with the Association of Spanish Researchers in the United States (ECUSA) to participate in the International Mentoring Programme (IMP) during the 2015-2016 academic year	Partnership agreement	September 2015
55	Scientific improvement and knowledge transfer	Partnership agreement between Campus Iberus and the international initiative DEMOLA, which originated at the University of Tampere (Finland), to form part of its International Network with the aim of implementing an Open Innovation system to foster university-business cooperation in the Ebro Valley.	Partnership agreement	September 2015
56	Scientific improvement and knowledge transfer	Partnership agreement with the Professional Association of Compost and Mushroom Producers of La Rioja, Navarre and Aragón (ASOCHAMP) for the joint development of specific activities for Horizon 2020 projects and the integration of ASOCHAMP researchers at the NUTRIBERUS consortia set up this year at Campus Iberus.	Partnership agreement	June 2015
57	Scientific improvement and knowledge transfer	Project proposal presentation within the framework of the EUniverCities Network spearheaded by the city of Delft (Holland) for the 2015 call of the URBACT III "Action Planning Networks" programme for the development of a technological transfer and innovation model under the Open Innovation paradigm.	Project proposal	16/June/2015
58	Scientific improvement and knowledge transfer	The setting up of an International Network of European Cross-Border Campuses, spearheaded by the EBROS cross-border campus	International Network Cross-Border Campuses	September 2015

59	Scientific improvement and knowledge transfer	<p>Holding of the “LTER SO EUROPE” event (Toulouse, France), organised by the University of Toulouse and coordinated by Campus Iberus, with the aim of finding synergies and collaboration between groups of researchers from the six EBRoS2020 Campus universities</p>	Match-making day	8-9/April/2015
60	Scientific improvement and knowledge transfer	<p>Start of a process to define a Joint Action Plan within the Campus Iberus framework and the four regions involved in the model, in coordination with the Directorate-General for Regional and Urban Policy of the European Commission (DGRUP)</p>	Project proposal	2014/2015 academic year
61	Scientific improvement and knowledge transfer	<p>Common catalogue of Research Support Services for the four Campus Iberus universities</p>	Document	2014/2015 academic year
62	Scientific improvement and knowledge transfer	<p>Definition of the Programme for the II Iberus-CLH Entrepreneurship Awards (Iberus Emprende 2015) as a consolidation of the Programme that started during the 2013-2014 academic year:</p>	Entrepreneurship Awards Programme	May 2015
63	Scientific improvement and knowledge transfer	<p>Launch of the 2nd call for the Iberus-CLH Entrepreneurship Awards (Iberus Emprende 2015) with an endowment of: €20,000</p>	Call for proposals	27/May/2015
64	Development of an all-encompassing social model	<p>Definition of the new Campus Iberus Equality Portal by using the coordination of the contents of the Iberus university equality portals and the implementation of joint equality-related actions</p>	Equality Portal	2014/2015 academic year
65	Development of an all-encompassing social model	<p>Joint Manifesto of the Iberus universities on matters of equality</p>	Document	8/Mar/2015
66	Development of an all-encompassing social model	<p>Establishment of the Campus Iberus Employability Platform by using updated content, definition and updating of job/enterprise-focused documentation.</p>	Employability Platform	2014/2015 academic year

# **Table III: Progress Indicators**

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**Table III: Progress indicators**

We have included in this section three tables with complementary indicators which show the activity over this period:

- Firstly, the table with the progress indicators included in the Campus Iberus initial proposal is shown. The indicators that reflect the activity of the four universities of the consortium in each of the three project axes are shown here. The initial data and the evolution in the years 2013, 2014 and 2015 are shown.
- Secondly, a table containing a series of indicators proposed by the Ministry with the indication of the initial data and the evolution in the years 2013, 2014 and 2015 is shown.
- Finally a table with new indicators which represent the Consortium's activity over this period, as a strategic alliance with its own legal capacity is included showing its evolution in the years 2014 and 2015.

<b>A EDUCATIONAL IMPROVEMENT AND ADAPTATION TO THE EHEA</b>						
<b>ACTION</b>	<b>INDICATOR</b>	<b>Initial</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Increase with respect to the initial value</b>
<b>A.1. Increase the level of excellence in teaching through quality and innovation</b>	% of teaching and research staff that participate in a profesional development Programme	50,00%	51,00%	59,90%	59%	19%
<b>A.2 Enhance the international visibility of Campus Iberus</b>	No. of events hosted per year: international weeks	8	26	24	24	200%
	No. of visits to foreign universities/international conferences per year	173	232	220	220	27%
	No. of fairs atended per year	32	13	10	20	-38%
<b>A.3. Development of a policy of strategic alliances with prestigious national and international universities</b>	No. of projects in the frameworkd of the cross-border campus	8	7	9	9	13%
	Increase in the number of agreeemnts with international universities	--	17%	20%	29%	71%
<b>A.4. Creation of an International Postgraduate and Doctorate Centre (IPDC)</b>	No. of businesses that participate in educational projects	20	31	29	26	30%
<b>A.5. Attraction of international talent</b>	No. of Master's programmes taught in English	6	9	7	8	33%

Table III: Progress indicators

<b>through a prestigious academic programme</b>	% of subjects taught in a foreign language	5,0%	9,0%	10,4%	13%	159%
<b>A.6. Development of a joint educational programme in Campus Iberus</b>	Percentage of subjects in virtual teaching	8,5%	10,0%	11%	46%	445%
	No. of mobility programmes	35	27	26	29	-17%
<b>A.7. Promote activities of teaching innovation and increase the participation of teachers in educational research</b>	Innovation projects proposed for implementation in the Campus	–	15	33	39	160%
	Prizes aimed at the promotion of teaching innovation	3	7	5	3	0%
<b>A.8. Improve educational areas and equipment in order to adapt them to the requirements of the teaching methodologies of the EHEA</b>	% of adapted classrooms	65%	74%	88%	90%	38%
	% of classrooms with Internet connection	100%	100%	100%	100%	0%
	% of classrooms with video projector	85%	94%	91%	91%	7%
	% de espacios con cobertura wifi	100%	100%	100%	100%	0%
	No. of small classrooms for small groups	115	374	377	383	233%
<b>B- SCIENTIFIC IMPROVEMENT AND THE TRANSFER OF KNOWLEDGE</b>						
<b>ACTION</b>	<b>INDICATOR</b>	<b>Initial</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Increase with respect to the initial value</b>
<b>B.1. Consolidate a research of excellence based on the areas of specialization of Campus Iberus</b>	No. of high-impact projects	--	6	24	32	433%
	No. of agreements with key companies/organizations	--	15	16	81	440%
<b>B.2. Establishment of a strategy of scientific coordination in Campus Iberus based on excellence as the agent for growth and motivation</b>	No. of indexed publications in first quartile	790	1.044	1.461	1.380	75%
	No. of European projects coordinated	10	26	7	5	-50%
	No. of European projects awarded	47	59	30	37	-21%

Table III: Progress indicators

<b>B.3. Promote areas of research with future potential by exploiting synergies between the different research groups of Campus Iberus</b>	No. of researchers that take up residencies abroad	216	361	285	288	33%
	No. of researchers from other institutions	58	62	42	81	40%
<b>B.4. Improve the interaction model university-companies by reinforcing the transfer and valorization of research results</b>	Income per license	81.500	109.902	109.704	134704	65%
	No. of contracts with companies	815	895	539	495	-39%
	No. of requests for services	2.034	2.452	2.357	2606	28%
	No. of patents	43	44	37	16	-63%
<b>B.5. Enhance the visibility of research on an international level</b>	No. of SCU in the Campus	3	4	4	2	-33%
<b>C- IMPLEMENTATION OF A SOCIALLY INTEGRATED MODEL AND ITS INTERACTION WITH THE REGIONAL ENVIRONMENT</b>						
<b>ACTION</b>	<b>INDICATOR</b>	<b>Intial</b>	<b>2013</b>	<b>2014</b>		<b>Increase with respect to the initial value</b>
<b>C.1. Reinforce the role of universities as a revitalizing element for the socioeconomic environment</b>	Increase in Enterprise-University Chairs	–	60%	146%	29%	-52%
	Increase in clusters with university representation	–	10%	59%	3%	-70%
<b>C.2. Promote Social Responsibility</b>	% of women in managerial positions compared to the total	–	36%	34%	35%	-4%
	No. of postgraduate programmes on feminist studies	–	3	4	4	33%
	No. of volunteering, solidarity and cooperation programmes in which the university takes part	85	77	45	61	-28%
<b>C.3. Improvement of campus accessibility and INTRA/INTER campus mobility</b>	% of Campus buildings without architectural barriers	95%	100%	100%	100%	5%
	% of classrooms with video projector	85%	94%	91%	92%	8%
	IP Television	NO	SÍ	SÍ		SÍ
	No. of parking spaces for people with reduced mobility	85	193	182	185	118%
<b>C.4. Promote sustainability and</b>	% of reduction in water consumption	–	12%	2%	2%(*)	N/A

Table III: Progress indicators

<b>energy efficiency principles</b>	% of reduction in energy consumption	–	12%	8%	4%(*)	N/A
	% of renewable energies compared to total energy consumption	10%	10%	13%	9%	-13%
	No. of recycling point	24	59	59	38	58%
<b>C.5. Develop open community campuses that will become the focus for social and civic life</b>	No. of places in university halls of residence	1.422	2.326	2.126	1.406	-1%
	No. of links established with neighbourhood associations and social entities	97	105	80	86	-11%
	No. of users of sports facilities	4.035	12.651	13.715	13.905	245%
	No. of cultural activities	316	551	492	634	101%
	No. of libraries	21	33	35	35	67%

(\*) Cumulative values to those of previous periods

When the initial data is not available, the column "Increase with respect to the initial value" has been calculated taking the 2013 as reference

Table III: Progress indicators

<b>INDICATORS PROPOSED BY THE MINISTRY</b>					
<b>INDICATOR</b>	<b>Initial</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Increase with respect to the initial value</b>
International joint degrees or double degree Programmes	--	--	31	28	-9,68%
No. of international students enrolled in Masters and Doctorate programmes	--	774	508	<b>704</b>	-9%
No. of foreign visiting lecturers in a three month minimum stay	--	18	40	36	100%
No. of scientific publications in indexed journals in the first quartile	790	1.044	1.461	1.380	75%
No. of projects in international R&D & Innovation Programmes	47	59	30	32	-31,91%%
No. of post-doctoral researchers	--	--	18	14	-22,22%
Monetary amount of research projects with businesses	--	--	8.264.998,90	13.603.682	64,59%
No. of licensing agreements	--	--	2	7	250%
Participation in the creation of technology-based companies	--	10	6	0	-
No. of companies based on the Science and Technology Parks of the aggregation	--	64	113	114	78%
No. of personnel working in the Science and Technology Parks of the aggregation	--	1.300	1.373	1.410	8%

When the initial value is not available, the "Increase with respect to the initial value" has been calculated using as reference the first available value



Table III: Progress indicators

<b>NEW INDICATORS OF THE CAMPUS IBERUS ALLIANCE</b>			
<b>INDICATOR</b>	<b>Previous</b>	<b>2014</b>	<b>2015</b>
No. of new joint Doctorate Programmes	0	1	1
No. of new joint doctorate activities	0	2	2
No. of new joint Master's degree programmes	0	1	2
No. of new inter-university qualifications	0	1	2
No. of match-making events focused on the aggregation of researchers	1	4	5
No. of joint structures created by the Campus Iberus' universities	0	3	4
No. of project proposals submitted as Campus Iberus	0	4	5
No. of contracts/agreements with companies signed as Campus Iberus	1	3	5
No. of calls for proposals launched as Campus Iberus	0	2	4

## **Table IV: Use of Resources**

Campus of International Excellence of  
the Ebro Valley – Campus Iberus

<b>A EDUCATIONAL IMPROVEMENT AND ADAPTATION TO THE EHEA</b>						
<b>AREA AND OBJECTIVE</b>	<b>ACTION</b>	<b>Funding (*)</b>	<b>Personne I</b>	<b>Running costs</b>	<b>Investment</b>	<b>Total</b>
<b>A.2. Enhance the international visibility of Campus Iberus</b>	Participation of Campus Iberus in International Education Fairs	<b>O.F.</b>	---	20,000	---	<b>20,000</b>
<b>A.3. Development of a policy of strategic alliances with prestigious national and international universities</b>	Purchase of audiovisual equipment	<b>SSP-11</b>	--	--	245,831	<b>245,831</b>
<b>A.4. Creation of an International Postgraduate and Doctorate Centre (IPDC)</b>	Doctoral Days in Campus Iberus	<b>O.F.</b>	--	2,825	--	<b>2,825</b>
	Joint Master degrees in Campus Iberus	<b>O.F.</b>	--	5,500	--	<b>5,500</b>
<b>A.5. Attraction of international talent through a prestigious academic programme</b>	Visiting professors Programme	<b>SSP-11</b>	--	300,000	--	<b>300,000</b>
	Mobility Programme for researchers with UK institutions	<b>O.F.</b>	--	30,000	--	<b>30,000</b>
	International Mentoring Programme with USA	<b>O.F.</b>	--	20,000	--	<b>20,000</b>
<b>A.6. Development of a joint educational programme in Campus Iberus</b>	Erasmus+: Iberus+ Project (2014-2015)	<b>E.F. O.F.</b>	--	63,000	--	<b>63,000</b>
<b>A.7. Potenciar las actividades de Innovación Docente</b>	I Teaching Innovation Training Programme	<b>O.F.</b>	---	3,000	--	<b>3,000</b>

<b>A EDUCATIONAL IMPROVEMENT AND ADAPTATION TO THE EHEA</b>						
	<b>AREA AND OBJECTIVE ACTION</b>	<b>Funding (*)</b>	<b>Personne l</b>	<b>Running costs</b>	<b>Investment</b>	<b>Total</b>
	I Tecahing Innovation Days	<b>O.F.</b>	---	5,000	--	<b>5,000</b>
<b>A</b>	<b>TOTAL</b>		--	449,325	253,831	<b>695,156</b>

<b>B SCIENTIFIC IMPROVEMENT AND THE TRANSFER OF KNOWLEDGE</b>							
	<b>AREA AND OBJECTIVE ACTION</b>	<b>Funding (*)</b>	<b>Personnel</b>	<b>Running costs</b>	<b>Investmen t</b>	<b>Total</b>	
	<b>B1. Consolidate a research of excellence based on the areas of specialization of Campus Iberus</b>	EBRoS2020 Project	<b>O.A. O.F.</b>	33,308	153,803	--	<b>187,111</b>
		Heritage Call for proposals	<b>SSP-11</b>	---	--	58,000	<b>58,000</b>
		Action Plan to improve innovation in the pECIALIZATION area of Technologies for Health	<b>O.A.</b>	--	300,000	--	<b>300,000</b>
	<b>B3. Promote areas of research with future potential by exploiting synergies between the different research teams of Campus Iberus</b>	Mobility programme for postdoctoral researchers through residencies at internationally prestigious universities	<b>SSP-11</b>	---	245,831	---	<b>245,831</b>
		Collaboration agreement with "la Caixa" Foundation	<b>O.A..</b>	--	55,000	--	<b>55,000</b>

<b>B SCIENTIFIC IMPROVEMENT AND THE TRANSFER OF KNOWLEDGE</b>						
AREA AND OBJECTIVE	ACTION	Funding (*)	Personnel	Running costs	Investment	Total
	Environmental study for CHE	O.A. O.F.	--	21,598	--	<b>21,598</b>
	Setting up of consortia composed by researchers of Campus Iberus' universities together with industry	O.A. O.F.	--	80,000	--	<b>80,000</b>
<b>B4. Improve the interaction model university-companies by reinforcing the transfer and valorization of research results</b>	Entrepreneurship Awards Programme Iberus-CLH	O.A. O.F.	---	40,000	--	<b>40,000</b>
	Iberus2020 Project	O.A. O.F.	--	152,000	---	<b>152,000</b>
<b>B TOTAL</b>			33,308	1,048,232	58,000	<b>1,139,540</b>

<b>C IMPLEMENTATION OF A SOCIALLY INTEGRATED MODEL AND ITS INTERACTION WITH THE REGIONAL ENVIRONMENT</b>						
AREA AND OBJECTIVE	ACTION	Funding (*)	Personnel	Running costs	Investment	Total
<b>C.1. Reinforce the role of universities as a revitalizing element for the socioeconomic environment</b>	Employability Portal	SSP-11 O.F.	---	120,000	---	<b>120,000</b>
	TV-IP Campus Iberus	SSP-11	---	20,400	--	<b>20,400</b>
<b>C.3. Improvement of campus accessibility and INTRA/INTER campus mobility</b>	Campus Iberus - Capacity building in Colombia	O.A. O.F.	---	1,600,000	---	<b>1,600,000</b>

<b>C IMPLEMENTATION OF A SOCIALLY INTEGRATED MODEL AND ITS INTERACTION WITH THE REGIONAL ENVIRONMENT</b>						
AREA AND OBJECTIVE	ACTION	Funding (*)	Personnel	Running costs	Investment	Total
<b>C TOTAL</b>			--	1,740,400	--	<b>1,740,000</b>

<b>CONSORTIUM, MANAGEMENT STRUCTURE AND EXCELLENCE REPORT</b>						
AREA AND OBJECTIVE	ACTION	Funding (*)	Personnel	Running costs	Investment	Total
CONSORTIUM, MANAGEMENT STRUCTURE AND EXCELLENCE REPORT	CONSORTIUM, MANAGEMENT STRUCTURE	O.F.	203,000	197,000	--	<b>400,000</b>
<b>CONSORTIUM, MANAGEMENT STRUCTURE AND EXCELLENCE REPORT TOTAL</b>			203,000	197,000	--	<b>400,000</b>

	Personnel	Running costs	Investment	Total
<b>A</b> EDUCATIONAL IMPROVEMENT AND ADAPTATION TO THE EHEA	--	449,325	253,831	695,156
<b>B</b> SCIENTIFIC IMPROVEMENT AND THE TRANSFER OF KNOWLEDGE	33,308	1,048,232	58,000	1,139,540
<b>C</b> IMP. INTEGRAL SOCIAL MODEL AND INTERACTION WITH THE REGIONAL ENV.	--	--	1,740,400	--
CONSORTIUM; MANAGEMENT STRUCTURE AND EXCELLENCE REPORT	203,000	197,000	--	400,000
<b>TOTAL 2014-2015</b>	<b>236,308</b>	<b>3,434,957</b>	<b>311,831</b>	<b>3,974,696</b>

**(\*) KEY TO ABBREVIATIONS**

- O.F.** Own Funds  
**O.A.** Other Agreements  
**SSP-11** Strengthening Sub-Programme 2011

# **3. Management of the project**

Campus of International Excellence  
of the Ebro Valley – Campus Iberus

### 3. PROJECT MANAGEMENT

As mentioned in paragraph 1, and with regard to the project management, it was considered appropriate and necessary to develop the operational structure as well as the structure for governance of the already established Campus Iberus Consortium. This was needed in order to adapt them to the new needs and challenges arising from the changes in context and the evolution of the consortium itself. The adaptation of the operational structure was implemented this past year and relies strongly on working committees and subcommittees. The structure of governance requires a statutory amendment which cannot currently be carried out.

The current governance structure is set out below and includes the changes and corresponding statutory amendments that will be approved before the end of this year.

#### 3.1 Operational governance structures

The management structure of the Ebro Valley Campus of International Excellence has evolved over the years.

The key element that marked a significant change in the Campus Iberus management model was the creation of the Campus Iberus **Consortium** as a body in its own legal right. Until then, the management structure, with a single coordinator, was decentralised to a great degree at each of the Iberus universities.

This structure correctly met the needs of the development of the activities developed within the framework of the project and was coordinated centrally and managed by each university itself. The implementation of the concept of the Consortium, together with the end of the funding by the Campus of Excellence Programme, made it necessary to strengthen the centralised management structure with a solid interaction of the management structures by each university. From the second half of 2013 the Consortium began to implement a strategy to add value to their legal status and started a process of participation in various activities and projects that they were linked to funding itself. It thus evolved a management model that required the Consortium to have a strong central structure with efficient and defined mechanisms of interaction with each of the four universities.

Thanks to the approval of new statutes, 2014 and 2015 were particularly relevant in this process of evolution for the Consortium's management model. These new statutes have concentrated the evolution of the Campus Iberus operational and governance structures and have provided greater strength, sustainability and efficiency in the development of actions and decision-making. In operation since the start of 2015, this new structure is set out as follows:





The **new structure** is responsible for the Iberus planning and decision making bodies although the way it has been set up and the way it works has been reorganised, thus making it more efficient than before. Details of the way it has been set up and the powers of the Governing Board and the Executive Committee are set out in paragraph 3.3 of this section.

The working committees and subcommittees that existed previously have now become the **Sectoral Committees** for each of the four main areas of Iberus's activity:

- Students, Employment and Social Awareness
- International Relations
- Research and Innovation
- Academic Planning

The main difference from the previous period is that their structure and composition have been strengthened. Each of the **Sectoral Committees** is made up of:

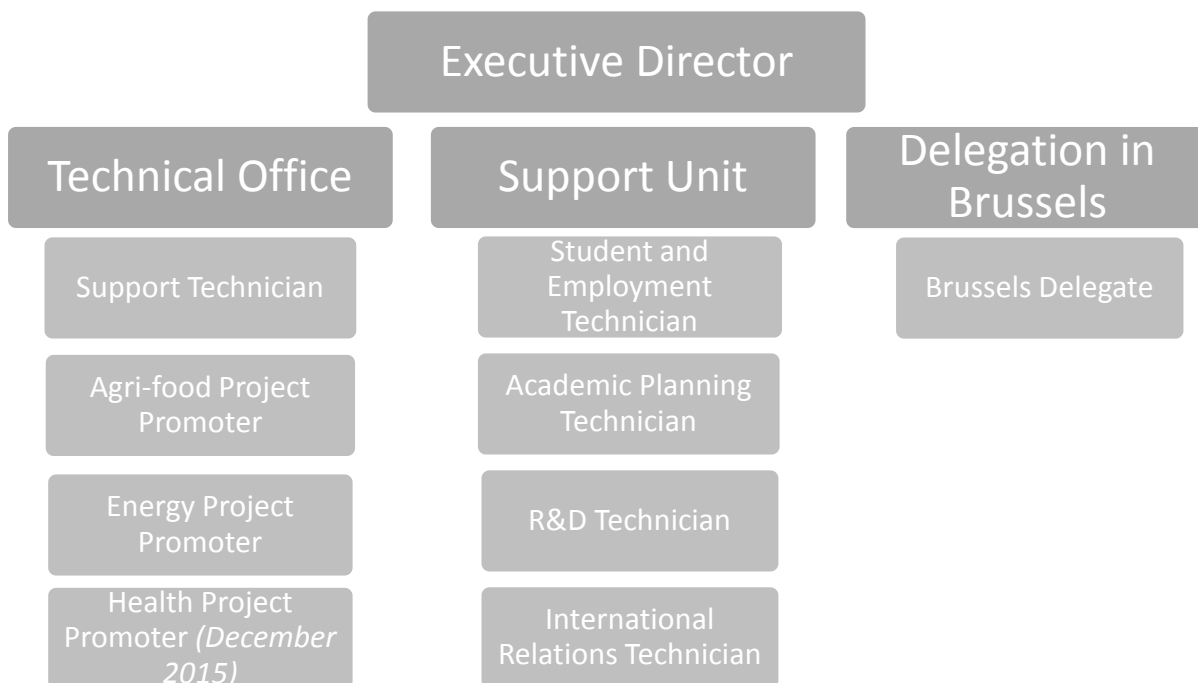
- 1 Rector of one of the Iberus universities who acts as President
- 4 Vice-Rectors with responsibility for matters addressed in the Committee
- 1 Executive Secretary, who is one of four Vice-Rectors who make up the Committee

The Executive Director of Campus Iberus coordinates the work of the Sectoral Committees in accordance with the objectives and actions established in the Consortium's Plan of Action.

The running of the **Sectoral Committees** and their coordination by the Campus Iberus executive management ensures the correct participation of all of its universities in planning and decision-making processes. It is the Sectoral Committees that carry out the planning and proposals for actions. In addition, they are the Consortium's direct channel of communication with each of its universities. The participation of the four universities on the Committees ensures compatibility and complementarity of the actions to develop as a Consortium together with those developed by each of its universities. The fact that a rector is the president of these Committees reinforces their commitment and ensures a direct relationship with the governing bodies: the Executive Committee and Governing Board.

The **operational structure** of the Consortium has an Executive Director and a Technical Support Office that, at the moment, consists of a Support Technician and two Project Promoters (a third Promoter will be added to the Office in the last quarter of 2015 ). In addition, the Technical Office of Campus Iberus has a delegate at its Office in Brussels. The technical support

structure is completed thanks to a support person for each of the four Iberus areas of activity (Students, Employment and Social Awareness, Academic Planning, R&D, International Relations) which is decentralised in each of the Consortium's four universities. The composition of the operational structure of the Campus Iberus is as follows:



### 3.2 Decision-making process

The governing bodies of Campus Iberus are still the **Governing Board** and the **Executive Committee**.

The new Iberus Statutes confer a greater capacity for decision-making of an operational nature to the Executive Committee, while the Governing Board maintains control of structural and strategic matters. Decision-making for projects has thus been very significantly streamlined and, as a result, the effectiveness of the development of actions and projects has been improved.

The **Governing Board** has, among others, the following functions:

- Approving the amendment of the Statutes.
- Proposing new members for the institutions that make up the Consortium and the separation of existing ones and, where appropriate, the dissolution and liquidation of the Consortium.
- Developing and approving the Regulations and the internal rules of the Consortium.
- Approving a detailed annual budget for income and expenses.
- Approving the budget settlement and annual report.

The **Executive Committee** has the following functions:

- Appointing the President of the Consortium.
- Appointing the Vice-President of the Consortium.

- Proposing strategic guidelines and the strategic plan for the Consortium for the approval of the Governing Board.
- Proposing annual action plans, as well as the plans that are drafted to comply with the guidelines and strategic plans of the Consortium for the approval of the Governing Board.
- Approving the Consortium's annual income and expense budget.
- Outlining the execution of its economic management.

The **President of the Consortium** will be chosen, on a rotating basis, from the rectors of the four Iberus Campus universities.

Ever since Campus Iberus was set up the Governing Board has been involved with **Social Councils** and this has been key for ensuring a constant link between Iberus and the public

### 3.3 Conclusions

Five years since the Ebro Valley Campus of International Excellence project was launched, we can look back and make a very positive assessment of the work that has been carried out as well as our achievements. From the outset, the Campus Iberus project was aware of the difficulties involved in bringing together four universities in four different autonomous communities in a single project. These difficulties have always been approached by the universities as a challenging task for the development of the Ahora project. But now, after these years we have spent building up the Campus, we can affirm that the main goal of defining a true model of strategic aggregation of added value for its universities – linked to their locations as well as being sustainable over time – has been reached. There is, of course, much work ahead of us and there are many aspects to be improved and developed; however, Campus Iberus has reached very significant levels of maturity and activity that are complemented by the great value-added that has been developed by each of its universities.

As already highlighted in the previous follow-up report, the development of the Campus Iberus project still faces certain significant barriers which are beyond its control but which have a direct impact on its development. Barriers, for example, such as the fact that Iberus cannot currently verify, certify and award degrees. If Campus Iberus is to grow, then this is a key element, among others, that we must solve with this current legislation, by using solutions that do not correspond to the focus of our Campus model and that are costly in terms of time and consumption of resources.

Thanks to its regional and cross-border reach, and the association of four autonomous regions, Campus Iberus increasingly offers unique opportunities that make it particularly attractive. Just as during the previous period, throughout this period we have also worked to lay solid foundations for growth for what the four universities of the Consortium would like Campus Iberus to be. In this important stage that is now beginning – and following the finalisation of the Campus of Excellence Programme – it is vital for Campus Iberus to maintain its recognition as a Campus of International Excellence as this is key for its future development. Since its launch in 2010, Campus Iberus has managed to transform what was an ambitious project into the mature, solid reality it is today, imbued with a clear mission for the future. The firm commitment of its universities to further develop and strengthen this strategic project is undoubtedly the best indicator of the soundness of the project and of its added value for the regions where the universities are located.

### 3. Project management

The Campus Iberus model clearly and effectively demonstrates the combination of the three key elements of the Campus of Excellence Programme: aggregation, specialisation and internationalisation. This, coupled with the unique features of this project, leads us to firmly believe that Campus Iberus must maintain its recognition and ministerial support for it to remain the Ebro Valley Campus of International Excellence.

## **4. Future prospects**

Campus of International Excellence  
of the Ebro Valley – Campus Iberus

#### 4. Future prospects

The model upon which the **Campus of International Excellence of the Ebro Valley** - Campus Iberus has been built, has always been oriented to assure the sustainability of the initiative as a strategic action of significant importance for all the universities and regions involved, regardless the duration of the “Campus of Excellence Programme”. The **Campus Iberus model**, based on the enhancement of strategic partnership between its universities, has enabled to face a number of challenges and also to develop a broad set of actions and projects, both from an operational and strategic point of view, in the areas of higher education, research and innovation and internationalization, while assuring a high level of interaction with the social, business and local environment

The work carried over this period has enabled to clearly define the key action areas of Campus Iberus to keep developing in the future. As described within this report, remarkable actions have been started throughout this period.

In the field of **higher education**, it is particularly relevant the definition and implementation of Joint Degrees across all Universities of Campus Iberus in certain areas of specialization, such as the Master Programme in Entrepreneurship or the Joint Doctoral Program in Heritage and Border Areas.

With regards to **research and innovation**, it is particularly relevant the design and implementation of activities aimed at aggregating R&D resources and capacities between the four universities of Iberus, in order to attract international funding for the development of large-scale research projects and also to contribute to territorial integration. A clear example of this is the setting up of inter-university consortia for the development of joint projects in the areas of specialization of the Campus (agri-food nutrition, energy and environment). Another remarkable achievement of Campus Iberus over the last period has been the establishment of a permanent delegation in Brussels, which shows a strong commitment from the Iberus Consortium in terms of consolidation of the internationalization strategy of the Campus. The Entrepreneurship Award Programme and the establishment of partnerships for mobility programmes with other universities and international organizations are also important areas of work of Campus Iberus.

The **internationalization** agenda of Campus Iberus is one of the major pillars of the global strategy of the consortium. The development of the Trans-national Campus EBRoS between Campus Iberus and the French universities of Toulouse and Pau, the validation of Iberus as a Erasmus+ Mobility Consortium, the implementation of an International Business Internship Programme for graduate students or the Training Programme in Entrepreneurship and Project Management financed by the Ministry of Agriculture of Colombia, are clear examples of the potential of Campus Iberus to address large-scale initiatives at international level.

All the initiatives mentioned have been carried out on the base of specialization, aggregation of resources and capacities and international approach, as key drivers of the Campus Iberus **global strategy**.

**Campus Iberus** is currently going through a crucial phase towards its consolidation as a key actor of the higher education and research and innovation ecosystem in the Ebro Valley. This phase should be addressed by reinforcing the aggregation model built over the last years, by scaling-up the actions already undertaken and by defining new high added value initiatives for the universities of the Consortium. Mainstreaming the international approach and impact of

these initiatives on the development of the territory is the great challenge that Campus Iberus has to face on this new course.

We can firmly state with confidence that the Campus of International Excellence of the Ebro Valley-Campus Iberus has become as a real project based on the three principles or drivers of the Campus:

- Specialization
- Aggregation
- Internationalization

The Campus of International Excellence of the Ebro Valley is particularly relevant in the context of the Regional Innovation Strategies for Smart Specialization (RIS3), also in the frame of the Europe2020 Strategy and the Cohesion Policy framework for the European Programming Period 2014-2020. The consortium is, by nature, a strategy of smart specialization itself, based on the aggregation of capacities from its universities, a strong international approach and a designed framed according to the Europe 2020 Strategy principles. Within this report has described, in detail, the actions undertaken in recent months by Campus Iberus, a result of work done over the years. These actions mark a clear line for the development of the campus, with the launch of new unique projects differentials for its universities and real added value for them.

Within this report, a detailed description of the work carried out over this period, also as a result of the actions started back in time, is provided. This work, which sets the path to further develop the Campus by generating added value to the Consortium and universities through the implementation of new high impact initiative, has mainly consisted of actions aimed at:

- **Optimizing** the use of resources by developing joint activities of added value for the Iberus universities
- Fostering **visibility** and **positioning** of the Consortium at national and international level
- **Attracting funding** for the development of specific actions in different areas of activity of the Campus
- Promoting **strategic actions**, different than those developed individually by the universities, in line with the priorities set in the Smart Specialisation Strategies (RIS3) of the regions involved in Campus Iberus

Present and future of the Campus Iberus project should be approached by reinforcing the aggregation model around the specialization areas of the Campus. The new Strategic Plan 2016-2020 of Campus Iberus will enable to strengthen this approach by focusing on a limited number of large-scale strategic projects involving the 4 universities. These are the main action lines set in the Strategic Plan 2016-2020:

- In the field of **higher education**, it is foreseen to enlarge the educational offer of Campus Iberus by consolidating of a set of Joint Postgraduate Degrees in the Ebro Valley. This excellence-oriented educational offer will also have a strong component of aggregation and internationalization as a driver for talent attraction.
- Regarding **research and innovation**, it is foreseen to foster the development of inter-university consortia together with the regional industrial sector in the areas of specialization of Campus Iberus, which can evolve to competitive proposals under different EU and international funding programmes. Additionally, a number of actions aimed at reinforcing the innovation ecosystem in the Ebro Valley are being deployed, such as the implementation of innovative models of open innovation and co-creation.

- With regards to **internationalization**, Campus Iberus continue to strengthen its visibility and positioning at international level, while establishing new cooperation partnerships and reinforcing existing ones. The consolidation of the Transborder Campus EBRoS with the French universities of Pau and Toulouse, or the increasing cooperation activity with Latin America and Asia are some examples of the actions to be enhanced in terms of internationalization.





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