



**Aristos
Campus
Mundus
2015**

 **Deusto**
Universidad de Deusto
Deustuko Unibertsitatea

UNIVERSIDAD PONTIFICIA
ICAI ICAD E
COMILLAS
M A D R I D

**Universitat
Ramon
Llull**
Barcelona

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





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

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AREA A. AGGREGATIONS, ALLIANCES, NETWORKS AND LINKAGE CLUSTER

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

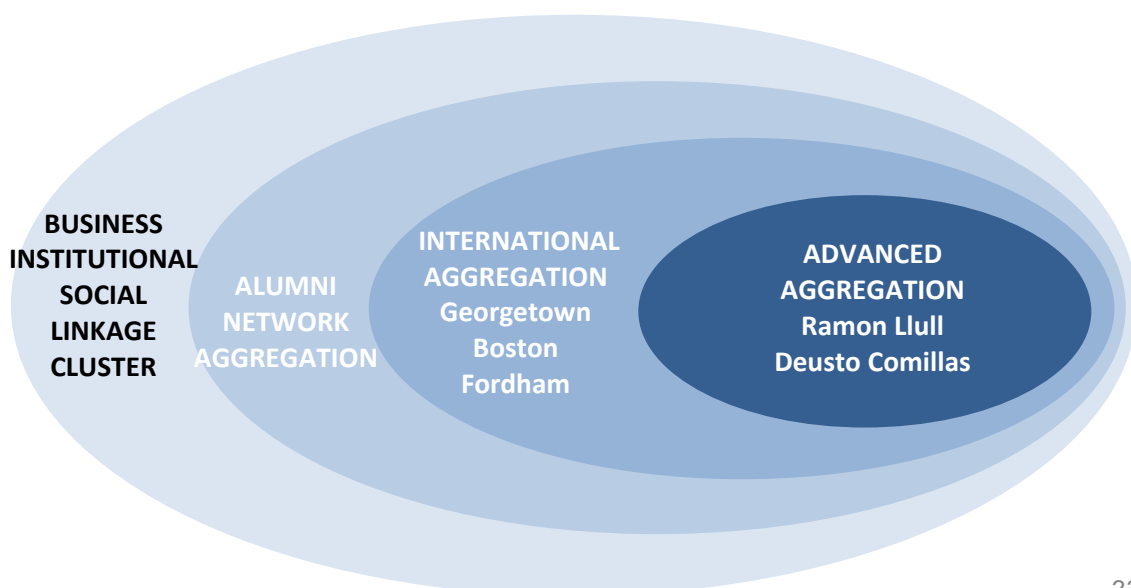
INTRODUCTION

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

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

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

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





**Aristos Campus
Mundus 2015**



PROJECT DESCRIPTION

AREA A. AGGREGATIONS, ALLIANCES, NETWORKS AND LINKAGE CLUSTER

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



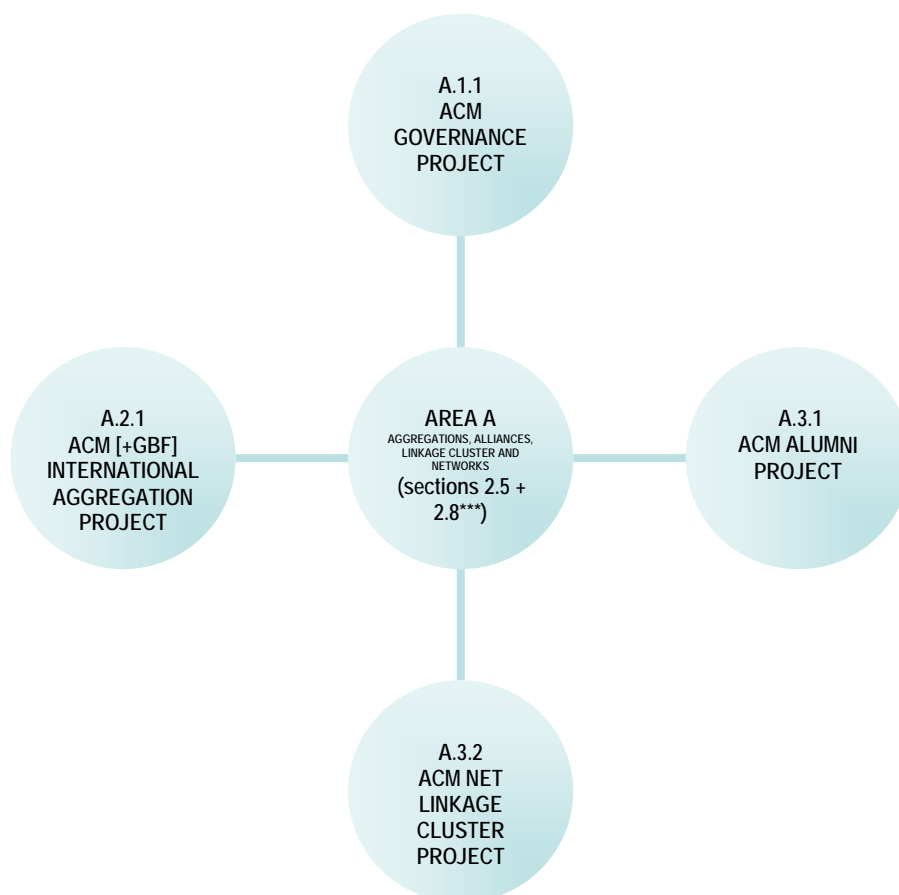
I. THE JOINT COLLABORATION PLAN

Summary

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

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

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

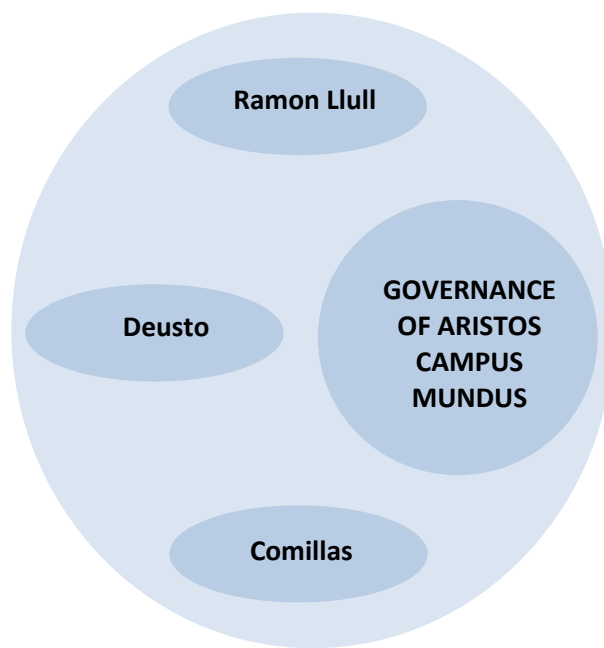


Objective A.1: To provide the aggregation with effective and efficient leadership (governance)

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

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

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



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

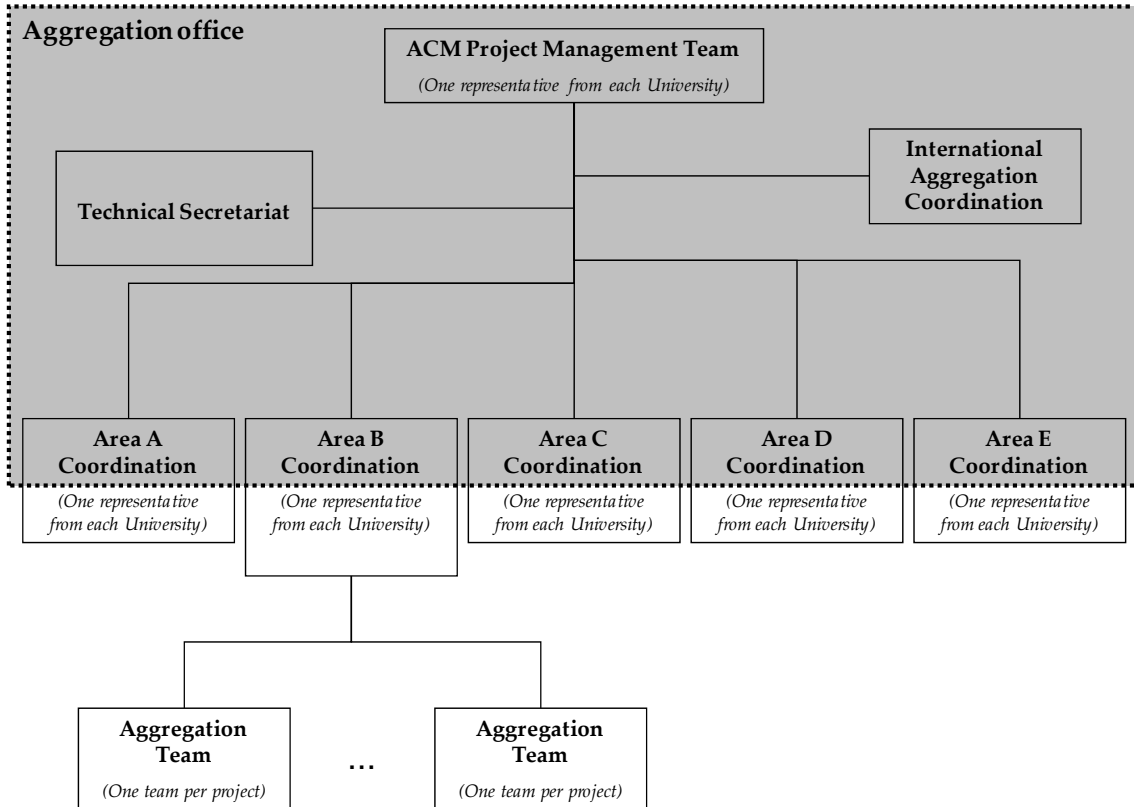
Project A.1.1. Aristós Campus Mundus (ACM) GOVERNANCE

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

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



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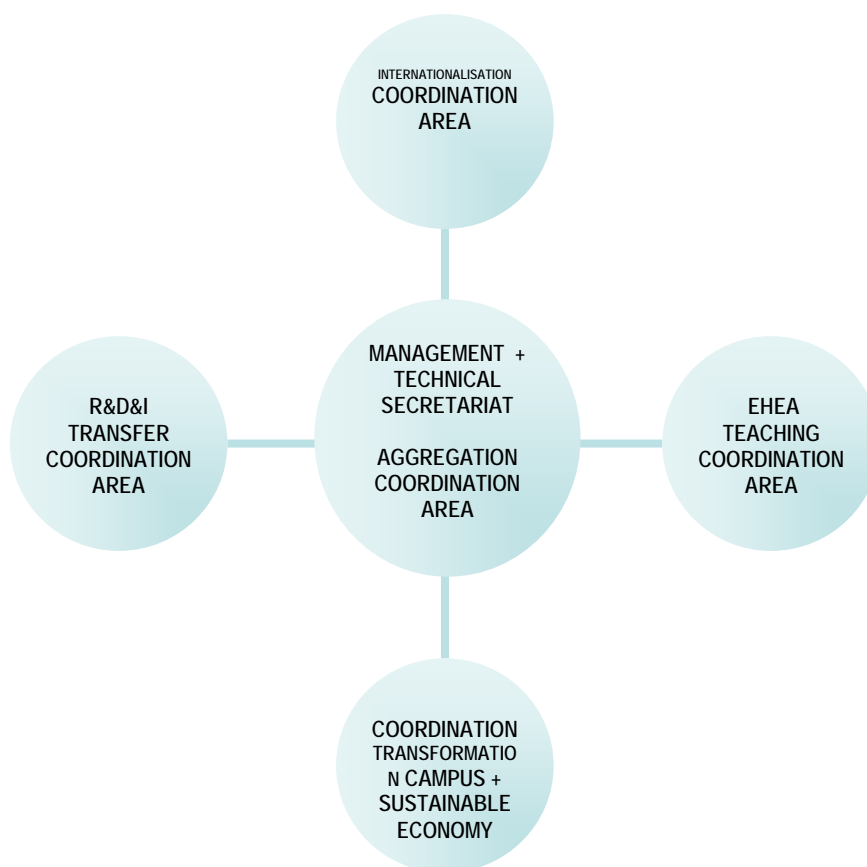


The project will be based on 3 actions. The first action consists of the creation of an **ACM Project Management**. This management team will be made up of one representative from each of the aggregated universities (who will be named by the rector of each university), and project coordinators in the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

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

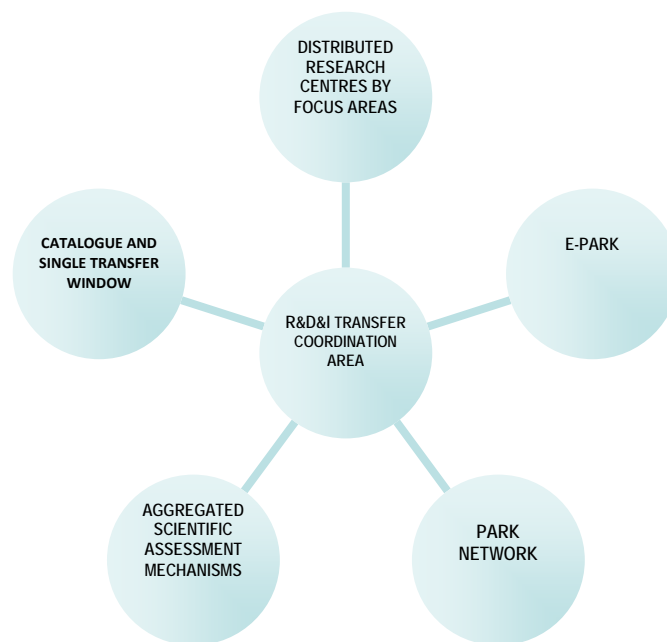
AREA A. AGGREGATIONS, ALLIANCES, NETWORKS AND LINKAGE CLUSTER

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



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



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

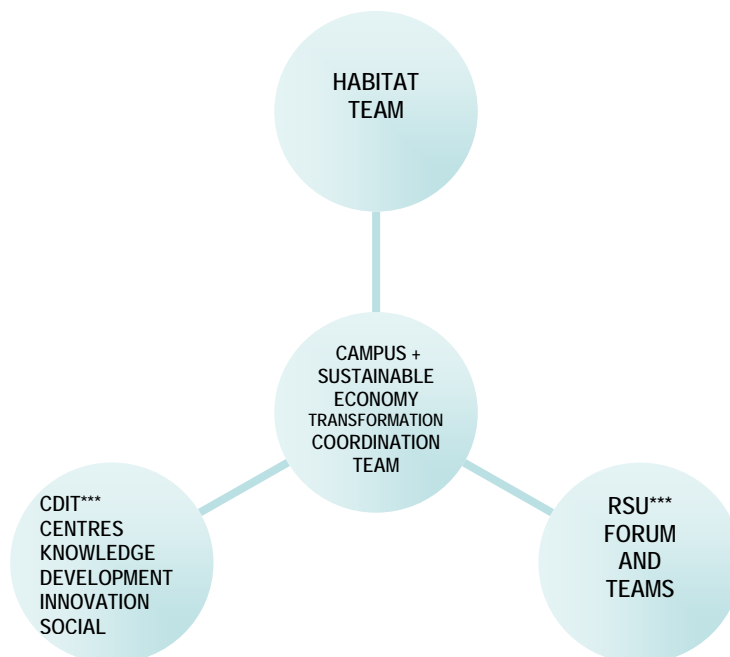


AREA A. AGGREGATIONS, ALLIANCES, NETWORKS AND LINKAGE CLUSTER

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



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



Key indicators for Objective A.1

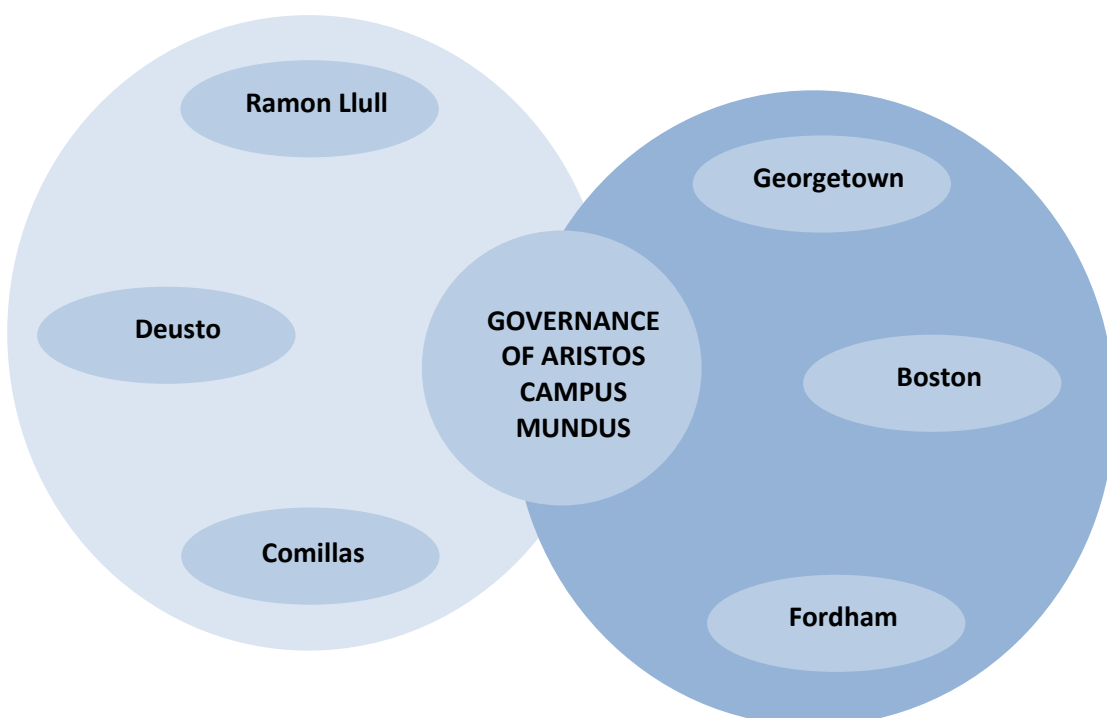
The following table includes the actions to be carried out, their planning and their annual cost:

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

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

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

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





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

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

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

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

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

Key indicators for Objective A.2

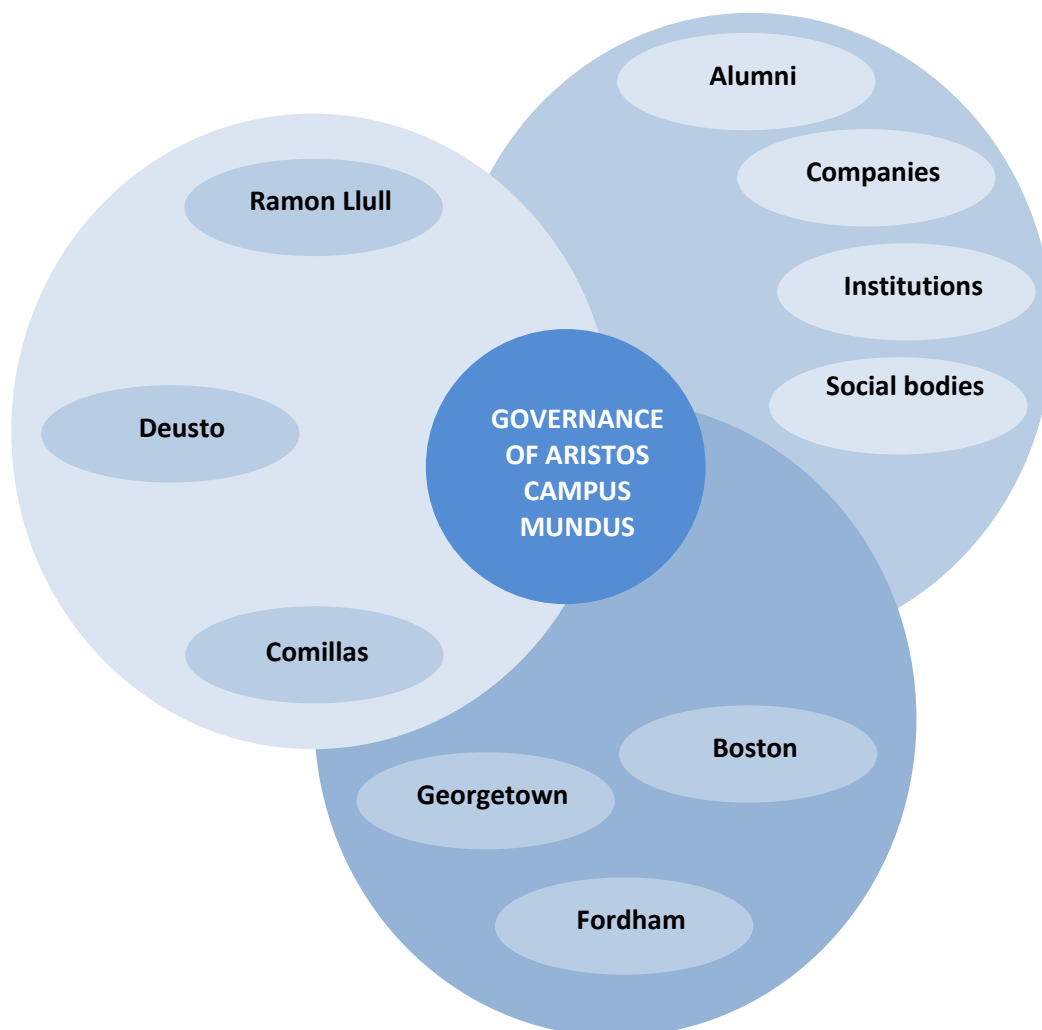
The following table includes the actions to be carried out, their planning and their annual cost:

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

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

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

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



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

Project A.3.1. ACM ALUMNI

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

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

Project A.3.2. ACM NET – LINKAGE CLUSTER

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

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

Key indicators for Objective A.3

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



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

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

UNIVERSITAT RAMON LLULL (URL)

1. Summary

We shall analyse the link between the URL's revised Individual Strategic Plan (Ramon Llull Campus Mundus – RCM) and area A of the Joint Collaboration Plan (Aristós Campus Mundus – ACM 2015). In order to do so, we shall analyse the main contributions for each of the objectives proposed by ACM 2015. As a general rule, a broad connection criterion has been used, so that anything that in some way or another contributes to the ACM 2015 projects has been included in the connection. As commented in the General Introduction to the Project, the joint project's "muscle" consists of the different parts of the three Individual Strategic Projects, which help achieve the objectives of the Joint Plan.

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

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

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

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

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

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

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

The following table provides details about URL's actions in the CIE Project, which are linked directly to the ARISTÓS CAMPUS MUNDUS Project.

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

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

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

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

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

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

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

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

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

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

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

UNIVERSIDAD DE DEUSTO (UD)

1. Summary

The link between UD's revised Individual Strategic Plan (Deusto Campus Mundus - DCM) and area A of the Joint Collaboration Project (Aristós Campus Mundus – ACM 2015) establishes certain contributions for each of the objectives proposed by ACM 2015. As a general rule, a broad connection criterion has been used, so that anything that in some way or another contributes to ACM 2015 projects has been included in the connection. As commented in the General Introduction to the Project, the core of the joint project consists of the different parts of the three Individual Strategic Projects, which help achieve the objectives of the Joint Plan.

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

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

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

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

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

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

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

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

The following table provides details about UD's actions in the CIE Project, which are linked directly to the ARISTÓS CAMPUS MUNDUS Project.

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

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

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

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

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

UNIVERSIDAD PONTIFICIA COMILLAS (UPCO)

1. Summary

The next few pages will examine the correlation between the specific actions planned in the Comillas Campus Mundus Project (CCM) and the objectives and projects in area A, corresponding to aggregations, alliances and networks in the Joint Collaboration Project (ACM 2015). A brief summary follows, which will later be complemented by a more detailed explanation of the linked actions.

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

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

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

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

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

The following table provides details about the actions carried out by Universidad Pontificia Comillas in the CIE Project, which are linked directly to the ARISTÓS CAMPUS MUNDUS Project.

ARISTÓS CAMPUS MUNDUS
COMILLAS CAMPUS MUNDUS

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

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

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

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

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

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

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

For greater brevity and document clarity, here we describe the linked actions by groups of actions, adapting the structure used in the UD's Individual Strategic Plan (Deusto Campus Mundus) presented in the previous CIE call for proposals.

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

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

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

III. GENERAL INDICATORS OF THE ACTIVITY

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

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

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

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

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

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

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

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

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