

# Strategic Plan 2030

## **Edition**

1. July 2021

## **Contributions:**

This Strategic Plan is the result of the work carried out by the Euskampus Fundazioa operational team between September 2020 and April 2021, with the collaboration of Igor Revilla (B+i Strategy) and interviews with the following people:

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# Introduction

## **10+10** years of international excellence and cooperation for the **COMMON GOOD**

**When Euskampus celebrates its 10th anniversary, the vision for 2030 has been renewed in order to enable the UPV/EHU, DIPC and TECNALIA, along with the University of Bordeaux, and its Trustees and partners as a whole, to contribute towards fostering a more prosperous, sustainable and equitable society.**

Euskampus Fundazioa was set up on 19th July 2011. It was originally set up to drive the Conversion Project to Euskampus - CEI Euskampus Campus of International Excellence, led by the University of the Basque Country (UPV/EHU), within the framework of a strategic alliance with the Tecnalia Research and Technological Development Centre (TECNALIA) and the Donostia International Physics Center (DIPC). The companies, CAF and Ormazabal-Velatia, and the Basque Foundation for Science, Ikerbasque, have also been Trustees of Euskampus Fundazioa since 2012. The University of Bordeaux joined its Board of Trustees in 2017.

Thanks to the success obtained in the fulfilment of the original mission, related to the development of the Conversion to Campus of International Excellence Project, and its subsequent continuity and diversification with new programmes, and in the context of the new Strategic Frameworks for the Basque Country and Europe, a new Euskampus Fundazioa Strategic Plan for 2030 has been drawn up. The new Strategic Plan is an evolution of what has been achieved and an extension of the influence of Euskampus. On one hand, the constant support for the Alliance between the UPV/EHU, the University of Bordeaux, DIPC and Tecnalia is strengthened, whilst new cooperative formulas are introduced (Euskampus Knowledge Communities and Missions in which the participation of students from the UPV/EHU and the University of Bordeaux is fostered), with the aim of increasing joint impact. The original idea of Campus of International Excellence is maintained but revamped and adapted to the new context of the Basque Country and Europe, as well as the UPV/EHU, the University of Bordeaux, DIPC and TECNALIA, bearing in mind the ENLIGHT European University Alliance. On the other hand, collaboration with the Basque Government's Department for Education is increased in order to extend the driving capacity of innovative cooperative programmes implemented by Euskampus to other contexts (rest of Basque universities, science system (BERCs), etc.) and hence increase the perimeter of influence of Euskampus.

This will all be achieved with the principles and values that identify Euskampus: catalyse collaboration between different entities, foster interdisciplinarity, address the complexity and focus on the whole system, agility in processes, flexibility of approaches, commitment to excellence and the loyalty to its trustees.

**We are looking towards the future, satisfied with the path travelled and eager to continue contributing towards turning a better world into a reality: connecting institutions, disciplines and people, co-creating knowledge and solutions for the COMMON GOOD.**



# OUR BEGINNINGS

## 1.1. Initial Stage (2011-2015) - Conversion to Campus of International Excel- lence

Euskampus Fundazioa is a public sector foundation **set up in 2011 by the University of the Basque Country (UPV/EHU), the Tecnalia Technology Research Centre (Tecnalia) and the Donostia International Physics Center (DIPC)**. In 2012, the companies, **CAF and Ormazabal-Velatia**, and the Basque Foundation for Science, **Ikerbasque**, joined Euskampus Fundazioa.

In its original approach, Euskampus Fundazioa was set up within the framework of the Conversion to Euskampus Campus of International Excellence (CEI) Project, with the mission of becoming a neutral space and instrument for the deployment, management and governance of the Campus of International Excellence. This was a highly complex strategic project, aimed at achieving international leadership in education and knowledge generation and transfer in three specialist areas (Sustainable ecosystems and environmental technologies, Innovative processes and new

materials, Healthy ageing and quality of life) and responding to the needs of society and creating wealth in the Basque Country, using an integrated, social and financially-sustainable model. At the end of 2015, the UPV/EHU, along with its partners in the CEI project, Tecnalia and DIPC, was recognised as a Campus of International Excellence, and was given the highest score by the Ministry for Education through an evaluation by an International Panel.

At the end of the CEI Project, and thanks to the contribution of Euskampus Fundazioa to its development in line with the original proposal, through its alliance with Tecnalia and DIPC (and with the University of Bordeaux as part of the process), the UPV/EHU:

- went on to occupy a key role in the Basque Science, Technology and Innovation System, with stronger links to the social-economic fabric;

- became a key player in the New Aquitaine-Basque Country Euroregion and, by extension, the European Atlantic Arc;
- multiplied and strengthened its participation in European programmes;
- was able to launch unique public-private initiatives with diverse entities;
- attained and consolidated a leading position on international university rankings.

Therefore, in the 2011-2015 period, Euskampus Fundazioa successfully fulfilled the original mission for which it was created.

## 1.2. Second Stage (2016-2020) - Consolidation and Diversification

After completing the CEI project in 2016, a new Strategic Plan (Euskampus Strategic Plan 2016-2020) was proposed, providing **continuity to the core cooperative actions** developed between the founding trustees of Euskampus, and between them and the University of Bordeaux during the CEI Project, namely the **Poles of Knowledge Community** and the **Euskampus-Bordeaux Cross-Border Campus**. Both cooperative action frameworks were redesigned to align them with the priorities and opportunity niches of RIS3 Euskadi and to contribute towards their deployment within the framework of the Basque Government's Science, Technology and Innovation Plan (PCTI 2020)

and the Strategic Plan 2014-2020 of what was initially the Aquitaine-Basque Country Euroregion, which was later updated to the New Aquitaine-Basque Country-Navarra Euroregion.

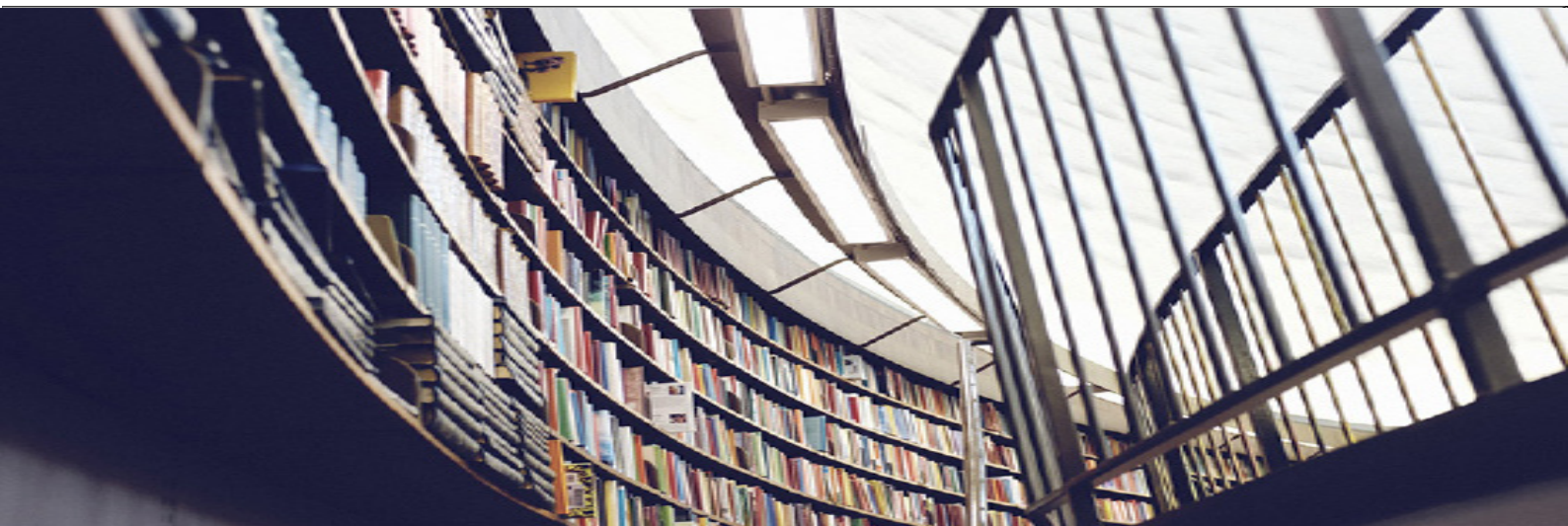
## Poles of Knowledge

The Poles of Knowledge are **open spaces for inter-institutional and interdisciplinary collaboration to address social and global challenges**, looking towards the UN Sustainable Development Goals, which, in turn, are well aligned with the Smart Specialisation Strategy for the Basque Country. Over this period, six Poles of Knowledge have been fostered, focusing on the challenges of: **renewable marine energy, sustainable and healthy regions, personalised health, industry 4.0, data science and digitalisation, and multi-functional materials for sustainability.**

The successful deployment of the Poles is achieved by connecting the existing structures at the participating entities; or in other words, the Poles are not new departments, centres, divisions or institutes, but rather a liquid cooperation dynamic. In the context of the Poles, we use **co-creation and design thinking methods** to identify relevant challenges and launch action agendas that add up to a new offer of joint training, research projects and knowledge transfer and dissemination activities.

Over the ten-year period, around 20% of the UPV/EHU research groups from a range of disciplines and more than 20 local and international entities, other than UPV/EHU, Tecnalia and DIPIC, have participated in the cooperative dynamics of the Poles of Knowledge. Since 2012, Euskampus Fundazioa has invested around €4 million to foster more than 100 cooperative actions (local and international research projects, new postgraduate training programme, knowledge transfer and dissemination), 4 Summer Schools, and the launch of 5 Joint Research Laboratories (JRLs) in fields such as Artificial Intelligence, Renewable Marine Energy, Antibiotic Resistance, Sustainable Concrete or Advanced Pharmaceutical Developments.

Similarly, experimentation began in 2020 on a new challenge-oriented cooperation formula, the Euskampus Missions. The Euskampus COVID-19 Resilience Project was launched, addressing 4 challenges, mobilising 9 interdisciplinary cooperative projects involving more than 60 researchers from the UPV/EHU, DIPIC, TECNALIA and the University of Bordeaux.





## University of Bordeaux and ENLIGHT

As part of the deployment of the Euskampus Strategic Plan 2016-2020, the **University of Bordeaux joined the Board of Trustees of Euskampus Fundazioa in 2017**, strengthening the Alliance entered into by the UPV/EHU and UB in 2014 during the development of the CEI, and it was consolidated and extended in 2018. In particular, Euskampus Fundazioa has played and still plays the role of coordinator between the two universities, technical secretariat, meeting point, support office, stimulating player of the collaboration at all levels (institutional and social), whereby it is the joining force and catalyst for the strategic and operational development of the Alliance between both universities and their partners, their connection to the cross-border innovation policy and to their joint international projection.

The Euskampus-Bordeaux Cross-Border Campus now includes a broad university and research community of more than 100,000 students and almost 9,000 teachers and researchers. To date, it boasts 7 joint PhD degrees; 4 Laboratories for Trans-border Cooperation (LTCs) have been launched in the fields of nanoscience, advanced manufacturing, applied mathematics and sustainable concrete; a ground-breaking educational innovation project has been launched (Ocean I3); more than 50 co-tutored theses have

been defended; more than 300 scientific articles have been co-published; 9 European projects and 6 Euroregional projects have been developed and 3 symposiums and 3 cross-border meetings and two cross-border summer schools have been held. Euskampus Fundazioa has invested €2 million in the development of the Cross-Border Campus.

These intense cooperation efforts were recognised in November 2018, when both universities won the **Dialogue Award**<sup>1</sup>.

Furthermore, Euskampus Fundazioa has contributed significantly to the development of the **ENLIGHT European University**, in which both universities participate and which they have entered jointly with a shared approach. Today, ENLIGHT is a University Alliance that is being developed through two major institutional projects, with the long-term goal of contributing to the transformation of the European Higher Education Area and the European Research and Innovation Area.

<sup>1</sup> Dialogue is a French-Spanish friendship association which promotes cooperation in the cultural, economic, social, educational and scientific fields. The Dialogue Award recognises people, businesses or institutions that have played an essential role in developing and strengthening relations between France and Spain.

## UPV/EHU - Tecnia and University of Bordeaux - Tecnia Agreements

In 2018, UPV/EHU and Tecnia also entered into an agreement that reinforced the bases of the new collaborative framework that was being developed between these two entities through the CEI Project, with the aim of increasing impact through the promotion of new collaboration instruments, in many of which Euskampus has played and continues to play a major role in their design, stimulation and management, such as, for example, the Joint Research Labs (JRL) or the Joint Research Unit (JRU) that is enabling joint participation in European projects to be increased. Furthermore, the UPV/EHU and Tecnia now share a wide range of cooperative actions and stable joint instruments, such as the Tecnia Classrooms at Bilbao Engineering School, the Faculty of Economics and Business - Sarriko, the Faculty of Science and Technology or the Gipuzkoa Campus Classroom, the promotion of researchers with a dual affiliation or the joint researcher training programme through PhD theses (2+2), among others. There is a scorecard in order to clearly and distinctly measure the development of their collaboration and contribution to the Basque Science, Technology and Innovation System as a whole, on which they act as a powerful driving force. The balance of the results of the agreement

in recent years is extremely positive, and shows that the collaboration strategy undertaken is reaping its rewards, as most of the impact indicators have improved significantly (inorganic), with increases ranging from 50% to 140%, confirming the agreement's transforming effect. The agreement is unique insofar as it strategically links the two main research entities in the Basque Country, which form part of different subsystems.

Tecnia and the University of Bordeaux also entered into an agreement in 2019, in which the catalyst role of Euskampus for collaboration between the two entities is also recognised, and it gradually aspires to establish a collaboration framework that exploits the complementary relationship of both organisations.

## Measurement of Social Impact

During this period, a transversal line of action has been introduced to measure and establish the social value and impact of Euskampus Fundazioa. This has been achieved through an internal project focused on measuring the value and impact of the Poles of Knowledge. This project has been implemented rigorously and in-depth, following the SROI (Social Return of the Investment) method, which was certified by the Social Value International Agency (SVI) in 2020. To sum up, the project has produced a positive result in which a social value of €1.97 for every €1 invested in the Poles of Knowledge is returned to the stakeholders that form part of this characteristic Euskampus initiative.

However, more importantly than the SROI ratio, the ultimate purpose of this work is to incorporate an impact management focus in Euskampus Fundazioa, integrating indicators that enable the impact on our stakeholders to be monitored and evaluated. Another important conclusion drawn from this study is the shift in relational model induced by Euskampus. The group of researchers with which Euskampus works does not collaborate more due to its participation in the Poles of Knowledge, but collaborates under new cooperation dynamics and a new set of values emerges, such as trust, generosity and willingness to collaborate further.

## Development of innovative university - business programmes

In parallel to this intense interconnection activity of its trustee entities, Euskampus Fundazioa started a new field of activity in 2016, which is set out in its Strategic Plan 2016-2020 as "Tailored Programmes", to diversify the area of action of Euskampus Fundazioa and extend the competences acquired during the CEI phase. In this new field, it has been carrying out the design and development of projects and services to cover and respond to needs related to higher education and university training, research and innovation, and international projection by entities that do not form part of the Euskampus Fundazioa Board of Trustees.

The starting point was marked by the organisation and management of the Thematic University Business Forum in collaboration with the Basque Government's Department of Education and the European Commission's General Directorate on Education and Culture, held in October 2016 in San Sebastian. This is how a fertile collaboration with the **Basque Government's Deputy Ministry for Universities and Research began through a 4-year agreement (2017-2020)**<sup>2</sup>. Through this agreement the Deputy Ministry for Universities and Research commissioned Euskampus Fundazioa to promote and stimulate a key line of the 1st

**Basque University- Business Strategy:** the clustering of the Basque University System's Centres to foster the university-business connection and contribute towards the development of RIS3 Euskadi. In particular, Euskampus Fundazioa has been carrying out the role of technical secretariat of the Basque Engineering, Science and Technology Higher Education Cluster - **4GUNE Cluster**. Euskampus Fundazioa works closely with the University Policy and Coordination Division, designing and developing diverse operational programmes in which the key values developed by Euskampus, such as the systematic approach, co-creation or interdisciplinarity, are rooted. Following on from the work

carried out with 4GUNE, in 2020, Euskampus started to structure the Higher Education Pole in Cultural and Creative Industries (CCI), **ksiGUNE**, which seeks to contribute to positioning the Basque Country in the European Institute of Technology's (EIT) future Knowledge and Innovation Community (KIC) in CCI, among other objectives.

## Other Activities

Within this strategic field, Euskampus Fundazioa worked with Bizkaia Provincial Council in 2017 and 2018 on the design and development of Bizkaia Katedra, whose tangible results are a Mobility Agreement between Boise State University (Idaho, USA), Bizkaia Provincial Council and the three Basque universities, and the Bizkaia BBK Grant Programme, implemented by Euskampus Fundazioa and which now manages Bizkaia Talent. In 2019 and 2020, it also carried out a programme for BBK Fundazioa (BBK Saretuz) with the aim of fostering professional qualifications of the BBK ecosystem of social entities. Finally, Euskampus Fundazioa has enabled

unique initiatives, such as **Sinnergiak Social Innovation (Sinnergiak) or the Agirre Lehendakaria Center (ALC)** to be developed, providing them with the legal and administrative space for the autonomous deployment of their respective strategic plans. Euskampus has also been set up as an operational instrument to carry out the numerous activities of the **UPV/EHU Chair for Scientific Culture**, fulfilling its function as a Scientific Culture Unit recognised by the Spanish Foundation for Science and Technology (FECYT) since 2012.

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<sup>2</sup> This Agreement has not only enabled the Euskampus Fundazioa framework of action to be diversified with new actions, but has provided support to the whole of the Euskampus mission, enabling the consolidation of the International Campus of Excellence, and the deployment of Euskampus as a Scientific Culture Unit and its Agirre Lehendakaria Center Autonomous Unit.

## Evaluation of the 2016-2020 period

In short, over the 2016-2020 period, Euskampus Fundazioa has been consolidated as a **key entity that builds relations, connection and the mutual trust of its trustee entities to foster joint training, research and knowledge transfer and dissemination actions with a high impact in the Basque and cross-border territory, and in their joint international projection.** It has also contributed to transferring this cooperative model to other stakeholders and areas, contributing towards introducing and developing innovative programmes in the Basque University System as a whole. Looking back, **we can say that the 2020**

**Vision set in 2016 has been fulfilled:** becoming an interdisciplinary collaboration and multi-agent catalyst entity that increases the co-leadership of its strategic members in territorial development and in their international projection, prompting local responses of high socio-economic value to global challenges.



2.

# GLOBAL AND LOCAL STRATEGIC FRAMEWORKS

Over the ten years that Euskampus Fundazioa has been in operation, the global and local strategic-political frameworks have undergone major changes.

The new Euskampus Strategic Plan, Euskampus 2030, falls within the scope of the “Decade of Action” to fulfil the Global Sustainable Development Goals (SDGs), the European Green Deal, the Basque Science, Technology and Innovation Plan 2030 (PCTI 2030) and the Basque Smart Specialisation Strategy (RIS3 Euskadi), as well as the Basque University System Plan (PSUV) and the Basque University - Business Strategy (EVUE).

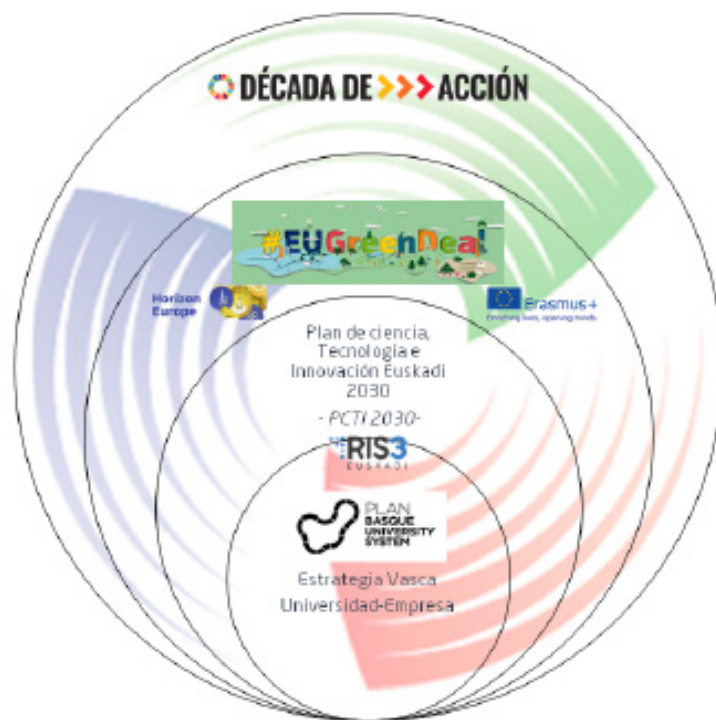


Figure 1. Framework of the Euskampus Strategic Plan 2030 with Local and Global Strategic Frameworks

## 2.1. 2030 Agenda and Decade of Action

The 2030 Agenda for Sustainable Development, signed by the UN Member States in 2015, is a roadmap structured into 17 Sustainable Development Goals (SDGs), which aim to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.

The “Decade of Action” refers to the United Nations call to governments, businesses and civil society to intensify their action related to the Sustainable Development Goals as

of 2020 in order to deliver the goals set by 2030. To do so, the UN has identified three key areas on which to work to accelerate the progress of the SDGs:

- Mobilization
- Increased Ambition
- Innovative Solutions



Figure 2. Sustainable Development Goals for the 2030 Agenda

**In this “Decade of Action”, the SDGs establish the global framework of desirability, sustainability and ethical acceptability in which the priorities for Euskampus must initially be set.**

## 2.2. European Commission Priorities for 2019-2024

Following the 2019 European elections, the European Union established a series of priorities that make up the European political agenda until 2024. After being proposed by the President, Ursula von der Leyen, in the form of political guidelines, the European Commission priorities are the basis for the Commission's action and focus on six main ambitions for the coming years:

- **A European Green Deal.** The Green Deal is the EU strategy aimed at transforming Europe into the first climate neutral continent, becoming a modern and resource efficient economy. The European Green Deal covers all sectors of the economy, particularly transport, energy, agriculture, buildings and industries, such as iron and steel, cement, ICTs, textiles and chemical products, and includes an ambitious legislative and political programme to be implemented in 2021.
- **Europe adapted to the Digital Era.** The European Commission aspires to make the 2020s the "Digital Decade" of Europe. To adapt to the digital transformation, the Commission intends to invest in businesses and in research and innovation, train people and provide them with the necessary skills and competences for the new generation of technologies. Europe's digital future must guarantee that technology serves people and provides added value to their daily lives. As part of the transition towards the new digital world, the European Commission has taken a series of steps in the development of an economy that is agile in the handling of data and in Artificial Intelligence within ethical and secure limits.
- **An Economy that Works for People** The European Commission intends to consolidate the European model of social market economy, working in favour of social justice, prosperity and the reduction of inequalities. Its ambition is to create a more attractive investment environment and growth that creates quality jobs, particularly for young people and small and medium-sized enterprises.
- **A Stronger Europe in the World** The European Commission defends multilateralism and a world order founded upon rules that enables the EU to play a more active role and have a stronger voice in the world. European leadership involves turning Europe into an attractive place for businesses and talent and working in cooperation with its partners and neighbouring countries.
- **Promotion of our European Way of Life** The promotion of the European way of life involves protecting the Rule of Law and standing up for justice and for the EU's core values. In this context, one of the European Commission's areas of action is the European Health Union, in which EU countries respond together to health crises, and patients receive the best possible care for diseases such as cancer.
- **A new push for European Democracy.** As part of EU efforts to foster, protect and strengthen our democracies at a lo-



cal, regional, national and European level, the European Commission intends to give Europeans a stronger role in the decision-making process and a more active role in setting priorities.



Figure 3. European Commission Priorities 2019-2024

**The European Commission's priorities 2019-2024 show a clear orientation towards territorial strategies, steering an increasing proportion of education, research and innovation efforts towards climate neutrality, digitalisation, reduction of disparities and youth employment, capacity to respond to health crises and citizen participation.**

## 2.3. Horizon Europe

The new EU Framework Programme for Research and Innovation for 2021-2027, the most ambitious to date with a budget of €95 billion, aims to keep the European Union at the forefront of R&D&I worldwide. The following objectives can be highlighted:

- Strengthen the scientific and technological bases of the European Union and the European Research Area.
- Boost innovation capacity, competitiveness and employment in Europe.
- Fulfil citizen's priorities and support the EU's socio-economic model and values.

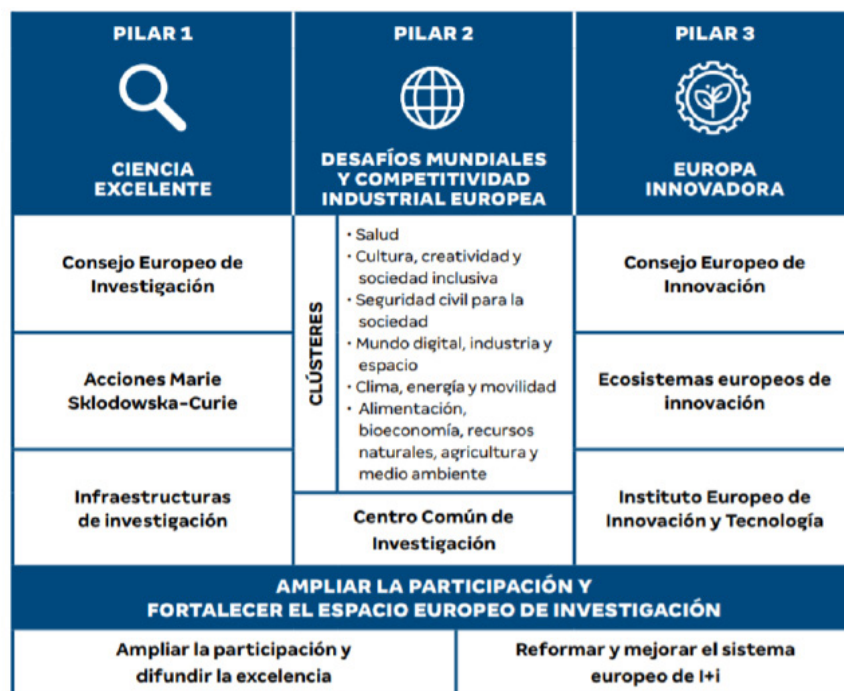


Figure 4. Pillars of the Horizon Europe programme

From the Euskampus Fundazioa perspective, the Horizon Europe programme:

- **Steers the thematic priorities** of training, research and transfer towards the so-called “global challenges”.
- **Introduces new logic to structure R&D&I efforts:** research and innovation missions, new alignment with European associations, European Institute of Innovation and Technology - EIT, etc.
- **Facilitates the launch of new supporting activities and projects,** in fields such as international cooperation, open science policy, subsidies for the mobility and training of researchers, etc.

## 2.4. Erasmus+

Erasmus+ is the EU's programme to support education, training, youth and sport, with the aim of equipping people with the necessary skills for the labour market and society of today and that of the future.

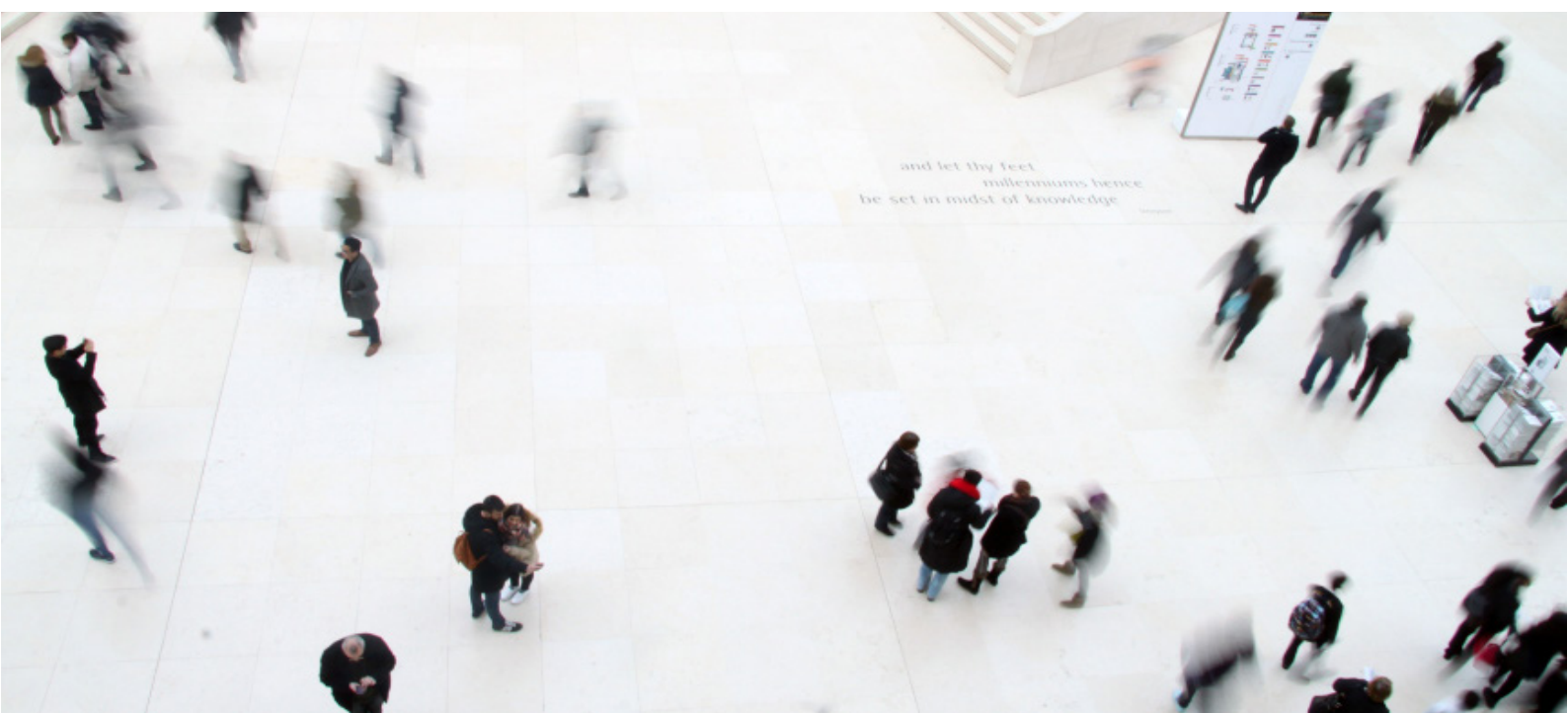
To fulfil its objectives, the Erasmus+ programme promotes activities in three fields: as the following specific objectives:

- **Mobility of people:** mobility of learners and staff; joint Erasmus Mundus Master's Degrees; loans for Master's Degrees.
- **Cooperation for innovation and the exchange of good practices:** alliances for knowledge between education institutions and businesses; projects for the development of skills that support cooperation; transnational strategic associations for the development of education, training or youth initiatives, etc.
- **Support for policy reform:** support for knowledge in the fields of education, training and youth for the formulation

of policies; initiatives in favour of policy innovation; cooperation with international organisations with highly recognised expertise and analytical capacity (OECD and the Council of Europe), etc.

The new edition for the period 2021-2027 was launched in March 2021 with the first annual call. Erasmus+ 2021-2027 has a budget of more than €26 billion and places special emphasis on social inclusion, the green and digital transitions, and fostering the participation of young people in democratic life.

**Erasmus+ facilitates the emergence of new mobility and international cooperation activities, such as the projects funded by this programme within the framework of the ENLIGHT European University or the Erasmus Mundus Master's Degrees.**



## 2.5. NextGenerationEU

NextGenerationEU is a temporary recovery instrument to help repair the immediate economic and social damage brought about by the COVID-19 pandemic, approved in July 2020 by the European Council. Assigned €750 billion and together with the EU long-term budget, it will give rise to the largest stimulation package ever funded through the EU budget, with a total of €1.8 billion.

The aim of NextGenerationEU is to mitigate the economic and social impact of the coronavirus pandemic and make European economies and societies more sustainable, resilient and better prepared for the challenges and opportunities of the green and digital transitions.

The central element of NextGenerationEU is the European Recovery and Resilience Facility, with €672.5 billion in loans and grants available to support the reforms and investment of the Member States, which will be channelled through national plans ("España Puede" Plan in Spain, with a budget of €72 billion until 2023) and its counterpart in the Basque Country, Plan Euskadi-Next (Investment programme with a total of €13.135 billion which aspires to receive funding from the European Recovery and Resilience Facility for a value of €5.7026 billion from the General State Administration and the different institutional levels of the Basque Autonomous Community, which will finally channel these funds).

In accordance with the guidelines set out by the European Commission, transformation projects must focus on the following areas:

- Power up: clean technologies and renewable energy
- Renovate: energy efficiency in buildings
- Recharge and Refuel: sustainable transport and recharging infrastructure
- Connect: deployment of rapid broadband services
- Modernise: Digitalisation of public administrations
- Scale-up: deployment of cutting edge digital capacities (industrial data cloud and microprocessors)
- Reskill and Upskill: education and training to promote digital skills

**NextGenerationEU represents a unique opportunity to promote transforming projects that enable the evolution towards a more sustainable and resilient system.**

## 2.6. Basque Science, Technology and Innovation Plan 2030

PCTI Euskadi 2030 seeks to increase the standard of living and the quality of employment in Basque society through an innovation policy that will place the Basque Country among the most advanced European regions by 2030.

Taking the new Horizon Europe Framework Programme as a reference, three strategic pillars and a central element are considered:



Figure 5. Pillars of the PCTI 2030

- Scientific Excellence:** improve the scientific base and the generation of knowledge from research activities of excellence and increase technical and scientific capacities and competences.
- Industrial Technological Leadership:** consolidate the industrial technological leadership of the Basque Country and support research that contributes to addressing the challenges of Basque society, improving the results and impact of investment in research and technological development.
- Open Innovation:** promote cooperative innovation, both technological and non-technological, paying special attention to SMEs.
- Talent:** However, it is people who research and innovate, and therefore their talent is needed to enable the aforementioned pillars to be fully developed and their strategic function to be exercised, contributing to the fulfilment of the objectives set out for this Plan.

To achieve the vision for 2030, four operational objectives have been defined:

- Maximise the orientation of Basque R&D&I towards results.
- Promote R&D&I activity in companies, especially in SMEs.

- Promote the internationalisation of Basque R&D&I.
- Promote research talent, particularly among women.

Another relevant contribution of the PCTI 2030 is the **review of the areas of specialisation that make up the RIS3 Euskadi strategy.**



Figure 6. RIS3 Euskadi 2030

Based on the areas of specialisation defined in the Basque PCTI 2020, it has been updated according to the global megatrends and, more specifically, the three transitions: technological-digital, energy-climate and social and healthcare.

Along with the smart specialisation strategies, the PCTI 2030 introduces the concept of Transversal Driver Initiatives, understood as an instrument that will strengthen collaborative work between the RIS3 areas in

specific strategic fields. Initially, three Transversal Driver Initiatives have been proposed in the following areas:

- Healthy ageing.

- Electric mobility.
- Circular economy.

Through the pillars, objectives and initiatives presented, the PCTI 2030 defines much of the framework through which the Euskampus Fundazioa actions must be developed, whose role is explicitly set out in the Plan as “Infrastructure to foster and channel cooperation between different stakeholders in the Basque Country (RVCTI entities, companies, social actors, etc.) and between these and international stakeholders, in the fields

of high level training, research, knowledge evaluation and transfer in an international context”.

The PCTI 2030 expressly recognises the importance of some collaboration programmes and instruments driven by Euskampus, such as the 4Gune Cluster, to contribute towards strengthening University+Business cooperation, or the Laboratories for Trans-border Cooperation (LTC), for the opening up and internationalisation of the R&D&I system.

## 2.7. University System Plan 2019-2022

The Basque University System Plan establishes a **new framework for action and funding to structure the Basque University System**, through transformation that enhances and highlights the uniqueness of each of the member universities. Its ultimate purpose is to contribute to the development and transformation of the Basque society through higher education, research excellence and knowledge transfer.

The Plan’s following strategic bases can be highlighted:

- It is a **system plan** for the entire Basque University System. The initiatives set out in the PSU 2019-2022 do not intend to affect any of its universities in particular, but rather them all as a whole from a System approach.
- It is an **additive plan**, which incorporates the plans of each university in each of the areas of development.
- It is a **comprehensive plan**, with five areas of development whose orientation and scope cover the set of areas that may be approached in relation to Higher Education Institutions: Research excellence, University+Business, Training in innovative teaching methodologies and models, internationalisation and university community.
- It is a **plan for structural change**. To do so, it prioritises the areas of Research excellence and University+Business, in order to address some of the challenges of the Basque University System, which have been consolidated over time.

- It **considers shared effort**, through the mobilisation of public and private resources between the universities of the Basque University System and the Basque Government.
  - It **consolidates the investment**, supported by the Basque Government in the Basque University System, with specific increases in the fields of research and transfer and mobilisation of additional resources that can produce economic growth.
- On the other hand, it is important to point out that the PSU 2019-2022 is based on an idea of the **Basque University Ecosystem**, which, despite placing the three universities (UPV/EHU, UD and MU) in its centre, considers a richer reality that adds:
- Actors to support the System in the attraction of international talent and in the certification of the quality of qualifications, teaching staff and centres: Ikerbasque and Unibasq.
  - Intermediate stakeholders with coordination capacities between different types of scientific and technological players: Euskampus and 4Gune Training Cluster. In relation to **Euskampus**, the PSU 2019-2022 highlights it as “a good example of a cooperation formula between the UPV/EHU, Tecnalia and the DIPIC”, and adds that “new initiatives of this type that foster the proximity of the universities of the Basque University System with other organisations of the RVCTI are recommendable.”
  - Scientific actors specialised in basic research in transversal areas of knowledge with a very close relationship with the Basque University System: BERCs



Figure 7. Basque university ecosystem



The University System Plan 2019-2022 is based on five development paths to move forward towards the strengthening of the Basque University System and excellence.

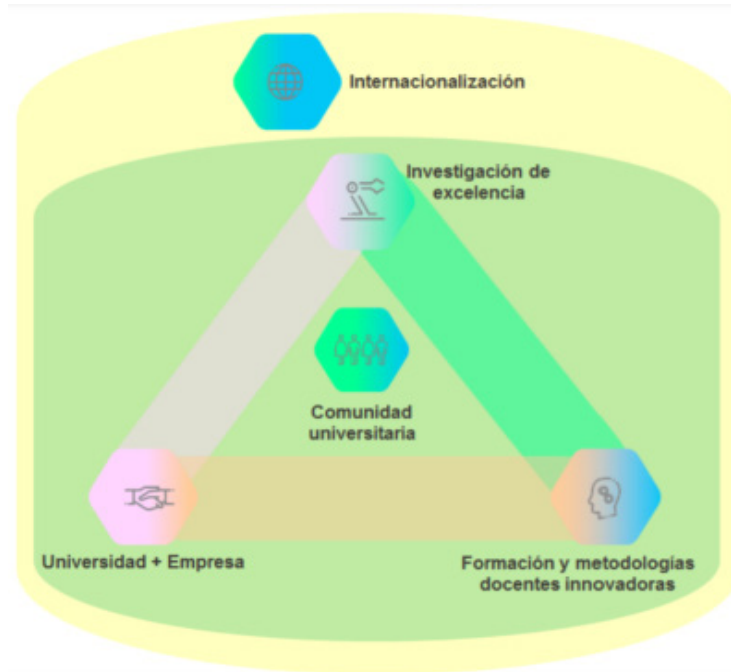


Figure 8. Development paths of the University System Plan 2019-2022

The Plan structures the development of the Basque University System up to 2022 around **seven evolution lines, and Euskampus Fundazioa can make a key contribution in almost all of them:**

- Strengthening and use of the relationship with the BERCs.
- Progress towards relationship formulas with greater capillarity between the universities.
- Structuring of the relationship with businesses and Vocational Training centres to favour employability.
- Creation of stable cooperation formulas with other stakeholders of the RVCTI to take advantage of synergies and explore opportunities.
- Relationship with the business sector from a comprehensive and multi-level approach.
- Consolidation of the Basque Country-Aquitaine Cross-border Euroregional Campus.
- Insertion of stakeholders to support the Basque University System in European networks and programmes associated to their field of specialisation (ENQA, H2020...)

## 2.8. Basque University-Business Strategy

The Basque University-Business Strategy 2017-2022 is a starting point to recognise, impact and promote the Basque University System's role as the invigorating and transforming stakeholder of Basque society in its European and international context.

The strategy pursues two main objectives:

- Create and transfer knowledge related to scientific excellence and its application in the business field.
- Train human capital with high skills and with an applied component and adapted to the needs of the business area.

In addition to the actions that are already being developed through the strategic plans of the universities or the University Plan 20151-2018, the University-Business Strategy incorporates the following actions to fulfil these objectives: (the most relevant ones from the Euskampus Fundazioa perspective are in bold):

- **Deployment of the University- Business Strategy 2022.**
- **Clustering of the Faculties and Schools of the Basque University System to address the objectives of RIS3-Euskadi.**
- Definition of University-Business Mentions for degree, postgraduate and PhD programmes.
- Promotion of agreements for the adaptation of the contract for training and learning in the field of dual university training.
- Definition of the Basque University-Vocational Training Collaboration Framework in university degrees.
- Recognition and implementation of qualifications with Mentions in the universities of the Basque University System.
- **Promotion of relations for the training of students in the Euroregion and at a European level.**
- Promotion of collaboration between universities and companies for the monitoring of students once they have completed their university training.
- **Implementation of Business-University Classrooms aligned with the RIS3 Euskadi strategy for the promotion of collaboration between universities and companies in the business context.**
- **Collaboration agreements between stakeholders, and stakeholders of the Basque Science, Technology and Innovation System with companies.**
- **Adaptation of the programmes and calls of the Deputy Ministry for Universities and Research to the objectives of the Basque University- Business Strategy.**
- Preparation and development of the University Plan 20109-2022 in relation to the University-Business field.
- Promotion of the dissemination of University-Business relations.
- Definition of a programme to foster the creation of new entrepreneurial initiatives based on evaluation and the transfer of knowledge and technology in the Basque University System and in the BERCs.
- Implementation of the subsidy programme associated with the Youth Employment Plan.

## 2.9. New Aquitaine-Basque Country-Navarra (NAEN) Euroregion Territorial Framework:

On the other hand, the Euskampus Fundazioa strategic plan cannot ignore the territorial framework. From the original and main perspective of the Basque Autonomous Community, Euskampus Fundazioa has been operating more and more in the cross-border framework, through its relationship with the University of Bordeaux.

It is necessary to point out that during the first ten years of Euskampus, the Aquitaine-Basque Country Euroregion was set up and has been extended to the current New

Aquitaine-Basque Country-Navarra Euroregion, following the modification of the administrative perimeter of the French regions (in 2015) and the adhesion of Navarra (in 2016).

The Euroregion develops and second territory projects in the fields of the economy, employment, education, mobility or the environment. In recent years, its action has been guided by the Strategic Plan 2014-2020 with diverse lines of action, grouped into four areas:

Areas	Lines of Action
Euroregional Citizens	Multilingualism Culture Youth Sport
Knowledge economy, innovation and competitiveness.	Research, innovation and economic development Employment Higher education and vocational training
Sustainable regions and transport	Mobility of passengers and goods
Open governance	Foster multi-level governance and project management Increase the visibility and positioning of the Euroregion

Table 1. Areas and lines of action of the Strategic Plan 2014-2020 of the New Aquitaine-Basque Country-Navarra Euroregion.



# HORIZON 2030 STRATEGIC APPROACH

The strategic bases that are going to steer the action of Euskampus Fundazioa in the period 2021-2030 in the form of mission, vision, values and essential competences are presented below. These strategic bases will be evaluated and, where appropriate, updated and adjusted in 2025, coinciding with the end of the strategic-operational plan 2025 presented in the next chapter.

## 3.1. Euskampus Fundazioa Mission

The mission of Euskampus Fundazioa is to embark on, catalyse and lead connection and co-creation processes....

... that generate innovative cooperative dynamics and programmes...

...for higher education, research and knowledge transfer...

... in order to come up with and foster joint responses to scientific, technological and cultural challenges with high social impact...

... working with groups from the University of the Basque Country, the University of Bordeaux, Tecnalia and the DIPIC, from other Higher Education, Science, Technology and Innovation entities from the Basque Country, New Aquitaine and Europe, and which are open to the inclusion of other stakeholders.

## 3.2. Vision 2030

By 2030, Euskampus Fundazioa aspires to be a reference of inclusive co-leadership and interdisciplinary cooperation in Higher Education, Research and Innovation, as evolution levers towards a more prosperous, sustainable and equitable society.

## 3.3. Bases and Pillars

The mission and vision are supported by 5 pillars and a common core for them all:

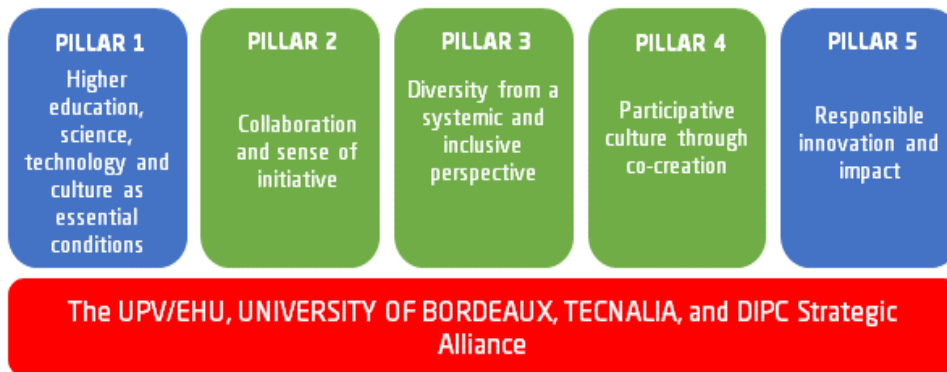


Figure 9. Euskampus Fundazioa pillars

### **BASE: The UPV/EHU, University of Bordeaux, Tecnalía and DIPC Strategic Alliance**

Euskampus Fundazioa is an institutional space based on the complementarity and shared vision of its founding trustees, UPV/EHU, Tecnalía and DIPC, and the University of Bordeaux, to deploy its strategic alliance and support relations and joint operational

programmes, as well as with other local and international entities, offering a differential value based on genuine collaboration and mutual commitment to society.

## **Pillar 1. Higher education, science, technology and culture as essential conditions**

Higher education provided by universities, science, technology, culture and general knowledge in all of its forms, generated with rigour and intellectual integrity, and related to our natural, human and social world, form an essential part of collective transformation, which fosters progress and social transitions towards a more equitable and sustainable future.

## **Pillar 2. Collaboration and Sense of Initiative**

Although essential, knowledge alone cannot bring about change in the world. Therefore, institutions and the academic, research and student bodies need practical, timely, active, ongoing support, to orchestrate a wide range of collaborative activities with public and private organisations from beyond the academic and research sphere, to establish a mutually beneficial flow of information and drive the move from “understanding” to “resolving” and from “knowing” to “doing”.

## **Pillar 3. Diversity from a systemic and inclusive perspective**

This genuinely collaborative approach and the complex challenge of social transition require the effective integration of diverse local and international cultural perspectives, scientific specialities and disciplines, gender perspectives, positions, sensitivities and interests of numerous stakeholders, without diluting their differences and singularities, whilst maintaining their independence in harmony with the system that they form part of.

## **Pillar 4. Participative culture through co-creation**

Co-creation is the most effective lever to update and exercise inclusive co-leadership. It fosters productive conversation and active listening, opening up and extending our spheres of knowledge and habitual working environments, synchronising our individual independence with the community flow dynamics of forming part of a collective environment, tasked with organising a collective response to complex challenges. This is made possible through different participative methodologies and formulas that stimulate group creativity.

## **Pillar 5. Responsible innovation and impact**

Innovation means the act of introducing changes (in products, procedures, processes, services, programs, etc.) in a way that is beneficial to society and/or the natural environment. Impact is the effect on society and/or natural ecosystems that is sustained over time by this innovation. Innovation is responsible when it has a positive impact in terms of social desirability, sustainability and ethical acceptability. In operational terms, in the current framework, we could say that innovation is responsible when it contributes towards the fulfilment of the Sustainable Development Goals and the Common Good.

## 3.4. Values

Euskampus Fundazioa is inspired and guided by a set of **values**:



### **Commitment and Loyalty**

Euskampus is the fruit of the shared vision of its founding trustees. Over the years, it has diversified its field of action thanks to the trust of other entities. They all inspire and sustain our work and, in exchange, we help them in the development of their missions, recognising and making visible the results of their efforts.



### **Synchronicity and Transcendence**

Euskampus is fully aware that it forms part of a whole that goes beyond the limits of its own organisation, those of its trustees and the entities with which it works. It is therefore constantly listening actively and showing empathy in order to flow along with the system that it forms part of, hence generating an abundance that comes from putting the common good ahead of the individual interests of each entity.



### **Creativity and Excellence**

Euskampus generates a climate of enthusiasm that spawns new ideas, breaks the mould and takes institutions and groups out of their comfort zones. It fosters rigour and results-orientation, as well as maximum performance in the design and development of innovative cooperative programmes and projects.



### **Agility and Pragmatism**

In a complex and changing reality, the perfect response to each challenge cannot be provided immediately. For this reason, Euskampus opts for rapid prototyping, enabling the feasibility and impact of each process and programme to be assessed. Once its suitability has been confirmed, successive versions are deployed, working with the different stakeholders to improve and gradually solidify its implementation.



### **Flexibility and Discretion**

Euskampus is a dynamic space that is constantly evolving and adapting to the needs of its environment and stakeholders. It shuns rigid formulas and approaches, concentrating on the uniqueness of demands, offering innovative, bespoke solutions, ensuring end-to-end transparency in its procedures and interventions.



### **Inclusiveness and Integration**

Although a small organisation, Euskampus works with an extensive social network and communities that are tremendously diverse in terms of knowledge, cultures, languages and traditions, strategic aspirations and operating environments. In all of its programmes and projects, or in those in which it participates, it fosters the balanced integration of this diversity, mutual trust and generosity, along with multiculturalism and multilingualism.



### **Growth and Empowerment**

Euskampus is a space for personal and professional development, based on trust, responsibility and mutual respect for those who form part of the organisation. It constitutes a flexible and tolerant space for ideas and personal performance paces, enabling individual talent and teamwork to thrive. Each individual counts and teamwork enhances progress and personal growth.



## 3.5. Essential Competences

Over the first ten years of Euskampus Fundazioa, a set of competences has been acquired as an organisation that enables us to face the next ten years with a balance between ambition and pragmatism to fulfil the mission and bring the vision into fruition. The following can be highlighted:

- Transformational leadership in complex environments.
- Management of interdisciplinarity and academic co-operation.
- International intercultural skills and management of linguistic differences, raising awareness of this diversity as wealth from a global perspective.
- Command of international metrics and standards for higher education and academic activity.
- Measurement of the impact and social value generated by operational programmes.
- In-depth knowledge of the different collaborative research cultures and dynamics.
- Command of higher education, research and innovation programmes and public policies.
- Discretion and diplomacy in the management of differences.
- Facilitation of cooperative processes by means of face-to-face and on-line sessions.
- Design and management of face-to-face and on-line events and seminars, focusing particularly on multilingualism and promoting it.
- Multilingual dissemination of science and technology contents with a social projection in multiple formats.

4.

# STRATEGIC-OPERATIONAL PLAN 2025

For the 2030 horizon, this vision, mission and values are going to be developed through a strategic-operational plan that will be evaluated in 2025 in order to update and adjust the approach, where appropriate. This strategic-operational plan also represents a coherent evolution with the history of Euskampus from its origins, set out in the internal analysis in Section 1 and it is designed to address and adapt to the strategic frameworks of the external analysis in Section 2.



## 4.1. Strategic Objectives

Over the next five years, Euskampus Fundazioa is going to focus on the following **strategic objectives** in order to fulfil its **MISSION**:

- Continuity, capitalisation and evolution of the inter-institutional actions and dynamics that strengthen and mark a moment of growth of the UPV/EHU, University of Bordeaux, Tecnalia and DIPC Alliance, fostering cooperation with numerous stakeholders on both sides of the Basque-French border and in Europe to increase the social impact of university training, research and knowledge transfer and dissemination.
- The promotion of diverse inter and trans-disciplinary cooperative formulas aligned with the new strategic frameworks in which the UPV/EHU, University of Bordeaux, Tecnalia and DIPC operate with local and international strategic frameworks (PCTI 2030, Euroregion, ENLIGHT, EU frameworks, UN 2030 Agenda) to provide a joint response to the Sustainable Development Goals and the European and Territorial Innovation Strategies, through a responsible quadruple helix approach.
- Design and development of innovative programmes that strengthen the Basque University and Research System's contribution to the deployment of RIS3 Euskadi and the specialisation of the territories, university-business cooperation and the internationalisation of Basque higher education and research within the context of PCTI 2030.
- The promotion of scientific culture in society, citizen participation in science, and the responsible research and innovation model<sup>3</sup> in general in the Basque Country, developing all of the potential of Euskampus as a Scientific and Innovation Culture Unit in conjunction with the UPV/EHU Scientific Culture Chair, for which Euskampus is an instrument for the operational deployment of its activities.
- The promotion of open and internationally connected social innovation platforms, through the Agirre Lehendakaria Center for Social and Political Studies (ALC) and Sinnergiak Social Innovation.
- Transversally with the aforementioned objectives, the development of an IMPACT measurement and evaluation system for the Euskampus Fundazioa strategy and operational programmes, with the aspiration of becoming a benchmark in Europe in the promotion and measurement of social impact.

<sup>3</sup> Euskampus Fundazioa has been accredited as a Scientific and Innovation Culture Unit by the Spanish Foundation for Science and Technology (FECYT) since 2012.

This set of strategic objectives is aimed at:

- Consolidating and evolving the CROSS-BORDER CAMPUS OF INTERNATIONAL EXCELLENCE as a common cooperative space for the UPV/EHU, University of Bordeaux, Tecnalia and DIPIC, to add value to the territory and internationally;
- Along with public and private entities, it also contributes to promoting structural changes that foster the evolution of the Basque Country and New Aquitaine towards a TERRITORY OF INTERNATIONAL EXCELLENCE.

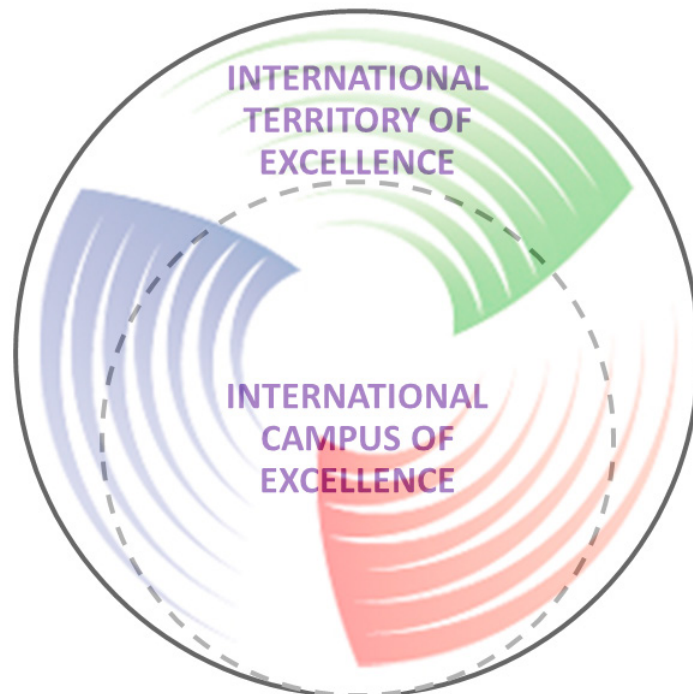


Figure 10. Euskampus Fundazioa strategic-operational focus 2025

## 4.2. Action Lines

The Strategic Objectives are interrelated but have their own entity from the operational point of view. Each of the strategic objectives is set out below with its lines of action in accordance with the outline in Figure 11.

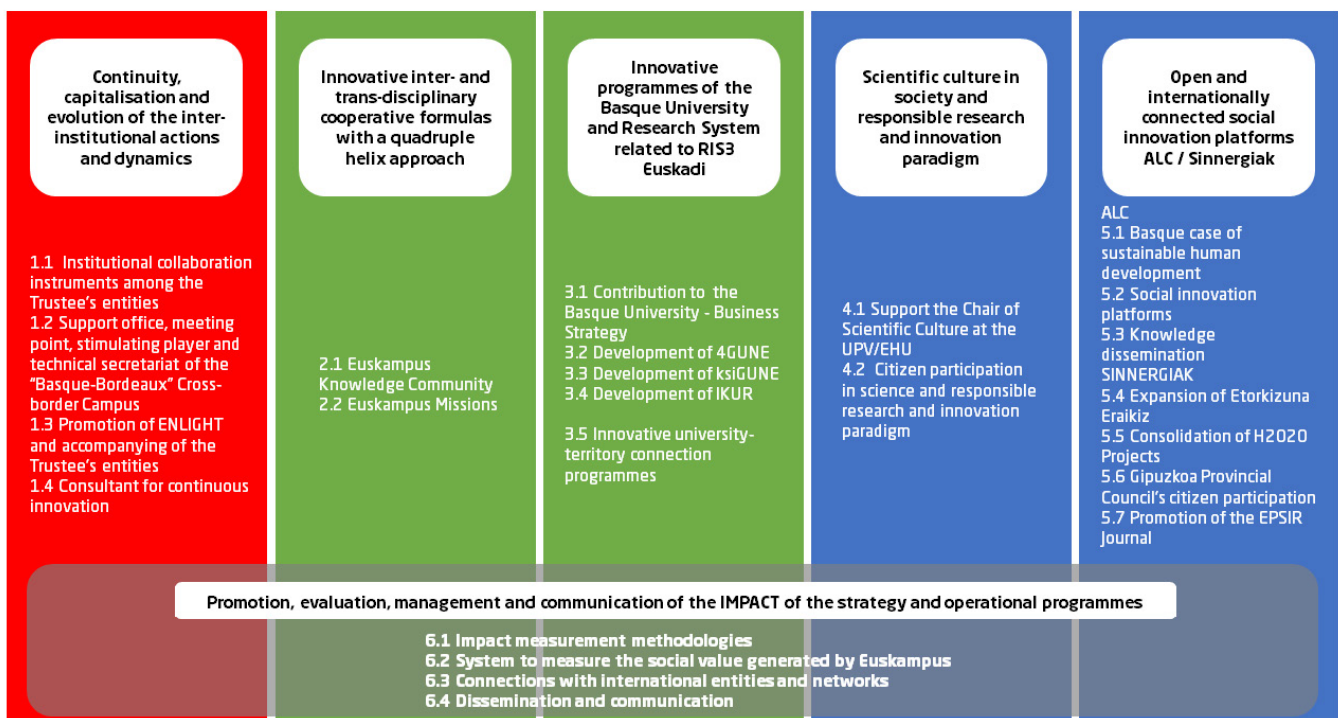


Figure 11. Strategic Objectives and Lines of Action of the Strategic-Operational Plan 2025

## **Objective 1. Continuity, capitalisation and evolution of the inter-institutional actions and dynamics that strengthen and mark a moment of growth of the UPV/EHU, University of Bordeaux, Tecnalía and DIPC Alliance.**

Euskampus Fundazioa is confirmed as the **joining force and catalyst** of the Alliance between the UPV/EHU, the University of Bordeaux, DIPC and Tecnalía, and which also fosters the cooperation of all its trustees with numerous stakeholders on both sides of the Basque-French border and in Europe, through four **Lines of Action**.

### ***Line of Action 1.1. Support for institutional collaboration instruments among the Trustee's entities***

Support for institutional collaboration instruments among the Trustee's entities, such as the following:

- Joint Laboratories: Joint Research Laboratories (JRL) & Laboratories for Cross-border Cooperation (LTC).
- "Office" for joint European projects, "Euskampus Joint Research Unit (JRU)" promoted by Tecnalía and the UPV/EHU, in which the Applied Mathematics Centre of Excellence, BCAM, also participates.
- Collaborative consortium projects in response to different public programmes in the Basque Country, the General State Administration and Europe in priority fields for the trustee entities.

- Technological classrooms.
- Follow-up, communication and joint institutional action committees.

In general, design and implementation of new institutional and operational collaboration instruments and formulas between the trustee entities that address the changing reality with the aim of increasing the joint impact in the territory and internationally.

Whenever required to do so by the trustee entities, Euskampus will carry out the role of technical secretariat, providing each instrument with personnel from the operational team with the essential Euskampus competences (Section 3.5) and the portfolio of Euskampus Fundazioa interventions.

### ***Line of Action 1.2. Support of- fice, meeting point, stimulating player and technical secretar- iat to foster cooperative and representation actions of the "Basque-Bordeaux" Cross-border Campus***

On one hand, Euskampus Fundazioa will act as a support office, meeting point and representative within the context of the Cross-border Campus:

- For researchers, teaching staff or student groups who wish to connect with each other or seek channels to strengthen potential and incipient collaborations.
- To facilitate relations between the different governance and operational structures of both universities and their partners (Tecnalia, DIPC, CNRS, Inserm, associated entities, etc.) in order to align the strategies and operational programmes, and intensify and diversify the connections with territorial actors, playing the role of representative of the Alliance when required to do so.
- For diverse stakeholders (cities, territorial groups, governments, AECT NAEN, or companies, clusters, civil organisations, etc.) of the territories of influence of both universities that wish to establish connections with the Euskampus trustee entities or cross-border cooperation projects, or which require the participation of the UPV/EHU- UB Alliance in the design and development of territorial innovation plans.

On the other hand, Euskampus Fundazioa will act as a stimulating players and technical secretariat for the promotion of cooperative actions in higher education, research, knowledge transfer, internationalisation, dissemination, social projection and impact, exercising the following tasks:

- Support for the development and monitoring of postgraduate double degrees, international Master's degrees, continuous training, summer schools.
- Promotion and participation in the management of pedagogical innovation projects with territorial stakeholders, through the creation and development of cross-border learning communities based on research aimed at territorial missions and challenges.
- Support for the creation and monitoring of Laboratories for Trans-border Cooperation (LTCs).
- Stimulation of a community of co-tutored pre-PhD and post-PhD researchers.
- Support for the cross-border mobility of researchers, teaching staff and students.
- Support for the holding of meetings, workshops, work meetings, etc.
- Support for joint participation in NAEN Euroregion, Interregional and European projects.
- Support for joint participation in forums and social events with territorial stakeholders.
- Liaising with other academic cooperation and territorial innovation cross-border Alliances.
- Aligning the development of cross-border cooperation with the evolution of the ENLIGHT European University Alliance (See Line 1.4).

### ***Line of Action 1.3. Promotion of ENLIGHT and accompanying of UPV/EHU, Tecnalia and DIPC in their participation in ENLIGHT***

The UPV/EHU and University of Bordeaux participate in the ENLIGHT European University Alliance, along with another 7 European universities. Both universities have jointly accessed a shared approach in coherence with the Cross-border Alliance, and have acted as a driving force in their design with contributions that have shaped the approved proposal. Euskampus Fundazioa has been involved with both universities from the start of its joint work to create a European University, and has worked intensely in the development of ENLIGHT, particularly with the UPV/EHU, who it accompanied constantly during the proposal phase (in ENLIGHT within Erasmus+, and in H2020 leading to ENLIGHT RISE) and with whom it is working closely in the execution. Furthermore, Euskampus Fundazioa, Tecnalia, DIPC and the Basque Government are Associated Entities of ENLIGHT.

Euskampus Fundazioa has been commissioned by the UPV/EHU to lead Work Package 6 of the ENLIGHT Project in Erasmus+, focusing on the measurement of the impact of the ENLIGHT Alliance in higher education and for the development of impact measurement methodologies and tools that can be used by universities. It has also been commissioned by the UPV/EHU to lead Work Package 8 of the ENLIGHT-RISE Project, focusing on the measurement and evaluation of the social impact of the ENLIGHT Alliance's joint research and innovation and on the shared research and innovation agenda.

Additionally, Euskampus participates actively and intensely with the UPV/EHU in the different lines of action contemplated by both

projects that structure the ENLIGHT Alliance, insofar as it is directly related to the Euskampus MISSION. Euskampus will be involved in:

- Developing and testing new international teaching and learning formats based on research and challenges, in close collaboration with local and regional stakeholders.
- Fostering generic competences for the global commitment of students and promoting the linguistic wealth and awareness of diversity.
- Developing the framework of competences for inclusive, flexible and green mobility, and providing the tools for flexible learning.
- Developing models for structural dialogue with local, European and global stakeholders.
- Establishing common research and innovation agendas so that ENLIGHT universities contribute to addressing the five emblematic challenges of ENLIGHT, in conjunction with other R&I players of the quadruple helix.
- Contributing to the preparation of a map of university-industry connections to create an ENLIGHT European Innovation District of collaborators between the academic world and industry.
- Promoting the real participation of the civil society players (citizens, civil society organisations, communities, municipalities, non-profit organisations and the tertiary sector) in ENLIGHT research and innovation activities, including students in this collaboration.
- Carrying out the dissemination and social projection of ENLIGHT, contributing to raising the visibility of the Alliance, the activities developed and the impact generated.



Euskampus Fundazioa will also facilitate the participation of Tecnia and the DIPC in the ENLIGHT Alliance, as they are two “Associated” trustee entities of the ENLIGHT Alliance.

Finally, ENLIGHT has become the natural internationalisation space for the set of actions that Euskampus promotes. To do so, the universities that form part of ENLIGHT and their associated entities will form the preferential set of international entities with which international actions will be considered:

- To scale cross-border actions towards ENLIGHT as a whole.
- To serve as a local and cross-border laboratory for actions and projects promoted in ENLIGHT.
- For the Knowledge Communities.
- For the Euskampus Missions.
- For the innovative programmes that are developed with the entire Basque University and Research System.

### ***Line of Action 1.4. Consultant for continuous innovation***

Based on the essential Euskampus competences (Section 3.5), a consultant role will be played for continuous innovation in the strategic and operational evolution of the Alliance, addressing the following functions, among others:

- Joint strategic reflection, associated with the territorial, Euroregional, European and global innovation policies, and identification of new opportunities for cooperation, generation of impact in the territory and joint international projection.
- Design of new joint programmes and action plans that address the new needs or development opportunities of the cooperation between UPV/EHU, University of Bordeaux, Tecnia and DIPC with cross-border and European stakeholders.
- Evaluation and measurement of the impact of the Alliance’s cooperation in the territories of influence on a European

## **Objective 2. Promotion of diverse inter- and trans-disciplinary cooperation formulas to provide a joint response to the Sustainable Development Goals and the European and Territorial Innovation Strategies, through a responsible quadruple helix approach.**

Euskampus Fundazioa is an innovation space to embark on and develop new cooperative, inter and trans-disciplinary formulas with local and international strategic frameworks (PCTI 2030, Euroregion, ENLIGHT, EU frameworks, UN 2030 Agenda) with the aim of providing joint responses to the Sustainable Development Goals and the European and Territorial Innovation Strategies, through a responsible quadruple helix approach. These formulas, which are initially considered within the framework of the UPV/ EHU, University of Bordeaux, Tecnalia and DIPC Alliance, may be extended to other, broader contexts, such as the Basque University and Research System or ENLIGHT.

This strategic objective will initially be developed through **two** Lines of **Action**.

### ***Line of Action 2.1. Creation and management of Euskampus Knowledge Communities***

An Euskampus Knowledge Community is...

... a participative space...

... promoted by an extensive interdisciplinary group of researchers and teaching staff from the trustee entities...

... and open to the involvement of researchers from other entities and other types of stakeholders...

... as well as the active participation of students...

... in a field of priority knowledge for the trustee entities...

... and which contributes to its joint positioning and impact in the territory and internationally.



The Euskampus Knowledge Communities are created with the **purpose** of:

- Promoting scientific excellence: maintaining positioning and further strengthening it.
- Steering this excellence towards social challenges and territory specialisation.
- Consolidating and diversifying the educational and training offer.

Therefore, an **Euskampus Knowledge Community is structured and based on a catalogue of:**

- Joint **research** projects
- Shared **transfer** initiatives and connection with diverse stakeholders
- **Training programmes** in diverse formats that respond to research needs and socio-economic demands.

To support the leadership of the Knowledge Community, Euskampus' task consists of helping to design, structure, position and disseminate it through the facilitation of the operational team and the portfolio of Euskampus interventions.

## ***Line of Action 2.2. Promotion of Euskampus Missions***

A Euskampus Mission is...

... a joint response.

... led by the Euskampus trustee entities,

... and coordinated with other entities and players,

... to fulfil pre-defined objectives that address a major scientific, technological, environmental, cultural, economic, social challenge, or a combination of them.,

... through a coordinated agenda of education, research, knowledge transfer and dissemination actions.

The Euskampus Missions are a way of orchestrating the rich diversity of capacities, talent and experience held by the UPV/EHU, University of Bordeaux, Tecnalia and DIPC, providing a defined direction to the cooperation that guides actions featuring diverse groups: students, teachers, researchers, managers, professionals from diverse business and social stakeholders, and even citizens.

The Euskampus Missions can be considered in several ways:

- Under the orders of the Euskampus Board of Trustees based on a joint reflection of the entities that form part of it.
- At the proposal of an Euskampus Knowledge Community.

- At the request of a group or researchers or students from the Euskampus Trustee entities.
- In response to public calls or a public, private or public-private request.

The Euskampus Missions do not have a pre-defined format and broad or narrow scenarios can be proposed depending on the nature and dimension of the challenge that is promoted. In any case, a Euskampus Mission must:

- Be based on a well-defined and formulated challenge
- Have an ambitious yet realistic approach
- Establish tangible and measurable results
- Be restricted in time
- Activate diverse capacities and disciplines of the UPV/EHU, University of Bordeaux, Tecnalia and DIPC
- Be open to the participation of other knowledge, business and social actors
- Include the participation of students as far as possible
- Present a varied agenda of actions
- Be backed by a portfolio of potential funding

In short, the Euskampus Missions will present **three essential and interrelated dimensions:**

- **Shared VISION.** Definition of the challenge, specific objectives and tasks to be developed; identification of resources and internal programmes/projects that

are going to be activated and mobilised; identification of present or future, local or international programmes/calls to co-fund the agenda of actions set out in the Mission.

- **Inclusive LEADERSHIP** Identification of Euskampus trustee entities and leading groups and participants, and integration of diverse knowledge disciplines; identification of other entities with which the design, development and evaluation can be shared; establishment of the different teams, responsibilities, gender balance, liaison, dynamics, decision-making and work flows.
- **Responsible IMPACT** Identification of the expected results and production indicators; quantitative and qualitative contribution to Euskampus entities and different stakeholders; incorporation of diverse aspects of responsible research and innovation (public commitment and citizen participation, open access, gender equality, ethics, etc.).

Euskampus will provide all of its essential competences (3.5) and promote, design and facilitate co-creation processes for the identification of opportunities and gestation of Missions, as well as their follow-up, challenge-orientation, monitoring and dissemination, providing each Mission with personnel from the operational team and the portfolio of Euskampus Fundazioa interventions.

### **Objective 3. Design and development of innovative programmes that strengthen the Basque University and Research System's contribution of the deployment of RIS3 Euskadi and the specialisation of the territories, university-business cooperation and the internationalisation of Basque higher education and research within the context of PCTI 2030.**

The activity commenced during 2016-2020 under the "Tailored Programme" and the framework of the 1st Basque University-Business Strategy is going to intensify the relationship established with the Basque Government's Department of Education in Euskampus Fundazioa's new strategic period in order to:

- Consolidate 4GUNE and ksiGUNE in the context of the new Basque University- Business Strategy and the PCTI 2030.
- Contribute to designing a new Basque University-Business Strategy in the context of the new PCTI 2030, and design and develop innovative operational programmes so that the Basque University System as a whole is aligned with the RIS3 Euskadi and maximises its contribution to its deployment and the internationalisation of the Basque Country.
- Contribute to designing and developing networks and programmes to increase excellence, cooperation and transfer in emblematic research fields.

Euskampus Fundazioa will remain open to collaboration with other public or private entities to design, implement and develop innovative programmes that connect universities to the Territorial Development and Innovation Strategies, with the ultimate purpose of maximising its alignment and contribution to them. Within this strategic objective, **5 Lines of Action** will initially be developed.

### ***Line of Action 3.1. Contribution to the design and development of the Basque University- Business Strategy***

Taking the work carried out by 4GUNE and ksiGUNE as a starting point, Euskampus will participate alongside the Basque Government's University Policy and Coordination Division in the design of a new Basque University- Business Strategy.

Consistent with the previous lines, Euskampus will design, implement and develop innovative programmes and actions under the supervision of the University Policy and Coordination Division for the operational deployment of the New Basque University-

ty-Business Strategy, along with activities that promote the contribution of the Basque University and Higher Education System for the development of the Smart Specialisation Strategy for the Basque Country (RIS3 Euskadi).

Euskampus will align 4GUNE and ksiGUNE with the New Basque University- Business Strategy to boost and maximise its contribution to the development of this Strategy.

### ***Line of Action 3.2. Development of 4GUNE***

4GUNE is the Basque Engineering, Science and Technology University Training Cluster, set up in 2017 by the Basque Government's Department of Education and presided over by the University Policy and Coordination Division of the Deputy Ministry for Universities and Research. Euskampus Fundazioa was commissioned to exercise the role of technical secretariat and boost the cluster.

During the 2017-2020 period, several pilot programmes have been implemented and the challenge for the **coming years lies in consolidating these programmes in the University System, with the following priorities:**

- Promote the ksiGUNE University and Higher Education Map of Capacities as a portal to intensify university-business cooperation
- Consolidate and diversify the Business + University Programme, establishing agile and flexible dynamics, adapted to the academic times and the needs of the different business sectors.
- Establish a portfolio of executive training programmes that provide an agile and flexible response to the strategic demands of different business sectors.

- Establish connections and agreements with universities, regions and countries to internationalise operational programmes and the cluster in general.
- Explore and establish new operational programmes that respond to the new Basque University- Business Strategy, the Smart Industry Strategy and the RIS3 Euskadi as a whole within the framework of the PCTI 2030.

It also addresses the objective of designing and developing a university cluster model that is sustainable, scalable and locally and internationally exportable, becoming a lever for the development of the PCTI 2030.

### ***Line of Action 3.3. Development of ksiGUNE***

ksiGUNE is an initiative inspired by 4GUNE that came about in 2020 with the aim of connecting the Basque University and Higher Education System to the Basque cultural and creative sector and hence contribute towards the RIS3 Opportunity Niche for Cultural and Creative Industries (Euskadi Creativa in the PCTI 2030). Like 4GUNE, Euskampus Fundazioa has been commissioned by the the Deputy Ministry for Universities and Research to exercise the role of technical secretariat and boost ksiGune, in coordination with the Basque Government's Deputy Ministry for Culture.

Diverse actions are being considered over the coming years in order to develop this initiative:

- Promote the ksiGUNE University and Higher Education Map of Capacities as a portal to intensify university-business-society cooperation in the cultural and creative sector.
- Establish a Business+University Programme adapted to the peculiarities of the cultural and creative sector.

- Establish a portfolio of executive training programmes that provide an agile and flexible response to the strategic demands of different cultural and creative sub-sectors.
- Establish connections and agreements with universities, regions and countries to internationalise operational programmes.
- Establish itself as a decisive lever to position the Basque Country in a future Knowledge and Innovation Community (KIC) in CCI as part of the European Institute of Technology (EIT).
- Explore and establish new operational programmes that respond to the new Basque University-Business Strategy and the evolution of the RIS3 Euskadi Creative Niche.

It also addresses the objective of designing and developing a model for ksiGUNE that is sustainable, scalable and locally and internationally exportable, becoming a lever for the development of the PCTI 2030.

### ***Line of Action 3.4. Contribution to the design and development of the IKUR Programme***

The Basque Government's Department of Education's IKUR Programme aims to leverage a structural change in the Basque Country with scientific, technological, business and social impact through the promotion of emblematic long-term research initiatives, which position the Basque Country as a **benchmark international scientific pole with industrial development opportunities** in four scientific-technological areas (IKUR initiatives):

- High Performance Computing and Artificial Intelligence.
- Quantum Technologies.
- Neutronics (Neutronics and Neutrinics).
- Neurobiosciences

Euskampus Fundazioa, in coordination with Ikerbasque, and following the guidelines of the Basque Government's Department of Education, will contribute to the effective

### ***Line of Action 3.5. Innovative university- territory connection programmes***

At the request of public or private entities, Euskampus Fundazioa will work on the design, implementation and development of innovative programmes that connect Basque or international universities with the Territorial Development and Innovation Programmes, in order to:

- Strengthen the role of universities in the regional innovation systems as key players for knowledge creation and transfer, generation of human capital and talent attraction.

deployment of the IKUR initiatives, exercising the role of technical secretariat, which includes the following functions:

- Design the basic structure.
- Define the structure and operational dynamics.
- Establish the economic sustainability of each Ikur Network.
- Activate cooperative action agendas.
- Monitor and measure impact.
- Foster local and international communication and visibility.
- Continuously exercise the role of the programme's technical secretariat.

- Align the university offer with the territory's business and social demand.
- Promote local quadruple helix approaches (businesses, administrations, society, scientific-technological offer) in the deployment of territorial innovation strategies.



## **Objective 4. Promotion of scientific culture in society, citizen participation in science and a responsible research and innovation model in the Basque Country.**

Euskampus Fundazioa has been accredited as a Scientific and Innovation Culture Unit by the Spanish Foundation for Science and Technology (FECYT) since 2012. The activities of Euskampus Fundazioa as a Scientific Culture Unit (SCU) are mainly developed in conjunction with the UPV/EHU Scientific Culture Chair, for which it is an instrument for the deployment of its activities. This strategic objective is going to be developed through two ***Lines of Action***.



### ***Line of Action 4.1. Deployment of the Programme of Activities of the UPV/EHU Scientific Culture Chair***

It consists of the following actions, among others:

- Face-to-face acts for social dissemination of scientific knowledge.
- Digital publications on scientific culture.
- Events and contests.
- Conference programmes or workshops aimed at students in the education system.
- Post-graduate training in scientific culture.
- Collaboration with diverse stakeholders of the Basque Science, Technology and Innovation System to foster the scientific and technological culture and research-oriented vocations.
- Collaboration with other national Science and Innovation Culture Units.

### ***Line of Action 4.2. Promotion of citizen participation formats in science and the responsible research and innovation paradigm***

In collaboration with our Trustees and territorial and international stakeholders (ENLIGHT universities, other international entities), Euskampus will participate in initiatives that promote citizen science and the responsible research and innovation paradigm.

Furthermore, Euskampus Fundazioa will transversally promote the responsible research and innovation paradigm in all lines of action.

## **Objective 5. Consolidate Euskampus as a space to foster open and internationally connected social innovation platforms**

### **AGIRRE LEHENDAKARIA CENTER**

Since 2013, Euskampus Fundazioa has promoted the design, management and innovation of Social Innovation Platforms on an international level through the Agirre Lehendakaria Center for Social and Political Studies. These platforms aim to build territorial development models under the prism of sustainable human development and place value on the socio-economic transformation experienced by Basque society in recent decades. 3 major Lines of Action are proposed:

#### ***Line of Action 5.1. Strengthening of research into the Basque case of sustainable human development***

During this period, Euskampus-ALC will carry out the following actions:

- Publication of the summary of all research into the Basque case developed since 2013.
- Promotion of the Agirre Lehendakaria Chair at Colombia University in New York, which enables UPV/EHU researcher stays at the Earth Institute.
- Research into collaboration with the UNDP (United Nations Development Programme) on the new systems of governance required to strengthen sustainable human development models.
- Ethnographic research into the use of Basque, in collaboration with the Basque Government's Department of Culture, to complement the Department's new strategic plan.

### **Line of Action 5.2. Design, management and evaluation of Social Innovation Platforms**

During this period, Euskampus-ALC will work on the following projects:

- Promotion of a Social Innovation Platform in Gipuzkoa to boost the territory's green transition in collaboration with Etorikizuna Eraikiz (Gipuzkoa Provincial Council), EIT-Climate KIC and the OECD (OPSI).
- Implementation of Social Innovation Platforms in Thailand, Pakistan, Indonesia, Laos, Bangladesh, Armenia, Kosovo, Montenegro and Macedonia, in collaboration with the UNPD.
- Promotion of Social Innovation Platforms in India, Peru and Mozambique, in collaboration with the La Caixa Banking Foundation.
- Promotion of Social Innovation Platforms in the "just transition regions" in Spain, in collaboration with Iberdrola.
- Development of a platform for the territorial development of Caquetá, Colombia, as a contribution to the peace process in the country, in collaboration with the Basque Government.
- Offer guidance to the Croatian Government in territorial development strategies, sharing the Basque experience, in collaboration with the World Bank.
- Experimentation project to redesign the social canteens in Bilbao, in collaboration with the EDE Foundation.

### **Line of Action 5.3. Knowledge Dissemination**

Euskampus-ALC will continue with the two existing dissemination programmes:

- Etorikizunen Liderrak training programme. This programme will be extended to the UPV-EHU international network through the Uda Ikastaroak Foundation.
- Open Akademia dissemination programme to transfer the knowledge generated by its activities to towns with a smaller population in the Basque geography.

#### SINNERGIAK SOCIAL INNOVATION

Since 2012, Euskampus Fundazioa has housed the Sinnergiak Social Innovation Centre promoted by UPV/EHU. Sinnergiak is based on an interdisciplinary approach to social innovation, structured into four key areas: research, training, action and intervention, knowledge transfer. 4 major Lines of Action have been proposed for 2021-2025.

### ***Line of Action 5.4. Consolidate, expand and internationalise Etorkizuna Eraikiz***

Gipuzkoa Provincial Council's Open and Collaborative Governance initiative in which Sinnergiak carries out the R&D&I role, is going to require diverse actions in the coming years:

- Annual updating of Management Plans.
- Management of the Etorkizuna Eraikiz collaborative governance international network.
- Developments in the field of policy innovation focusing mainly on communication, connectivity with citizens, project experimentation with hybrid partnerships, etc.
- General and academic socialisation (papers, congresses, etc.).
- Implementation of new listening mechanisms.

### ***Line of Action 5.5. Development of projects within the framework of the Horizon Programme 2020***

It aims to provide continuity to the presence of Sinnergiak in research consortia of H2020 projects:

- Beyond H2020 Project - Ending in December 2022
- GINI H2020 Project - Ending in April 2025
- Eurenda H2020 Project - Ending in December 2025

### ***Line of Action 5.6. Continue the task of technical secretariat of the Participation Division of the Provincial Council of Gipuzkoa***

Follow-up the task of supporting the Citizen Participation public policies promoted by Gipuzkoa Provincial Council.

- Monitoring of the Participation Plan 2019-2023
- Evaluation of the annual participative programmes
- Management of Gipuzkoa Provincial Council's citizen participation Social Council.

### ***Line of Action 5.7. Consolidation and growth of the EPSIR Journal***

Since its creation in 2016, the European Public and Social Innovation Review Journal, which can be freely accessed as set out by the European Commission, has been an essential tool for academic dissemination.

- In the short term, improve the position (quartile) in Scopus.
- In the medium term, indexing in JCR.

## **Objective 6. Development of a system for the promotion, evaluation, management and communication of the IMPACT of the Euskampus Fundazioa strategy and operational programmes, with the aspiration of becoming a benchmark in the promotion and measurement of social impact.**

In March 2020, Euskampus culminated an internal project on the impact and social value measurement of the Poles of Knowledge through an SROI (Social Return on Investment) analysis. This analysis obtained the guarantee certificate issued by Social Value International (SVI, the global network focusing on social impact and social value) and enabled the social value generated by the Poles of Knowledge to be captured as a core operational programme for Euskampus Fundazioa in the period 2012-2020.

Carrying out this internal project has enabled us to be aware of the **importance of recognising, understanding, monitoring, evaluating, managing and communicating our impact** in relation to the different stakeholders in which we generate value, being accountable and eventually increasing the impact of our trustees and the entities with which we collaborate in order to steer and structure the foundation's strategic decisions and interventions towards value generation.

Bearing in mind that the evaluation of the social impact of higher education and research activity is still in early stages, it is strategic that Euskampus Fundazioa manages to become a **benchmark entity in this field**. In this way, it will contribute towards the **international positioning of its Trustees in the promotion, evaluation and management of the impact and social value of higher education and research**, and also foster the evaluation of social value and impact management on the entire Basque Science, Technology and Innovation System.

Therefore, for the next strategic period, Euskampus Fundazioa has put forward the following major **Lines of Action** in relation to the Impact and Social Value generated:

***Line of Action 6.1. Study and evaluation of diverse impact measurement methodologies and their extension to fields of higher education and research.***

Existing methodologies and tools will be analysed, identifying and evaluating their contributions and areas for improvement. The analysis will focus on experimental, quasi-experimental and non-experimental approaches to impact. Contributions by experts and reference research groups in this field of study will be taken into consideration in terms of

the methodologies and tools identified and the evaluation processes that are generally applied to the evaluation and management of the impact of “listening”.

***Line of Action 6.2. Design of a system to easily and continuously evaluate and manage the impact and social value generated by the different operational programmes designed and developed by Euskampus Fundazioa.***

Based on the analysis established in Line of Action 6.1, it is proposed to prepare a methodology for the evaluation of one’s own impact, which serves to measure, evaluate and manage the impact of the actions developed by Euskampus. Using this methodology, the aim is to bring about a continuous learning process regarding the entity’s performance and raise awareness and an organisational culture focusing on the impact that the entity generates on the environment. It aims to link the impact analysis and management

to the organisational strategy, to steer the impact identified towards the fulfilment of the purpose, goals and obligations assumed by Euskampus in its relations with stakeholders and society as a whole.

***Line of Action 6.3. Connection and collaboration with benchmark international entities and networks in the measurement of social impact of higher education, science, technology and innovation.***

Continuous connections and collaborations will be established with leading international entities and networks in the field in order to share, contrast and extract good practices in impact evaluation. The lessons learnt from the connections and collaborations we establish will enable us to strengthen the meth-

odology designed in order to increase our competences and align our impact management with the impact strategies established by other collaborating entities and networks.

***Line of Action 6.4. Communication and dissemination of the methodologies for the measurement of impact and the strategies developed by Euskampus to increase the social value created by higher education and research.***

The alignment of the Euskampus impact with the evaluation and management of impact established by collaborating international entities and networks points towards guiding and strengthening our joint impact, to increase the social value of Higher Education and Research. Through this connection, it is expected that a common language and a

shared way of evaluating and managing impact will be consolidated, bearing in mind the characteristics inherent in each environment, enabling us to jointly address the social challenges raised in this context.



## 4.3. Expected Evolution

As a reflection of the strategic approach described and the strategic-operational plan presented in the next chapter, the expected evolution of Euskampus Fundazioa over the coming decade can be summed up in the following main ideas:

### Euskampus 2020

- CONTINUIST Approach
- INTERNATIONAL CAMPUS OF EXCELLENCE Approach
- RIS3 Perimeter
- Insistence on the INSTRUMENT role
- THEMATIC fields
- POLES
- TARGET students
- Basque/Bordeaux SEPARATION
- CROSS-BORDER internationalisation



### Euskampus 2030

- EVOLUTION Approach
- INTERNATIONAL CAMPUS + TERRITORY OF EXCELLENCE Approach
- Basque-New Aquitaine SDG Ambition
- Insistence on adding VALUE
- OPEN fields
- COMMUNITIES and MISSIONS
- FEATURED Students
- Basque/Bordeaux INTEGRATION
- Strengthening of the CROSS-BORDER aspect
- ENLIGHT Internationalisation

Figure 12. From Euskampus 2020 to Euskampus 2030



# INCREASE THE "ABILITY TO DO"

One of the hallmarks of Euskampus Fundazioa is its "ability to do", which involves not only incubating ideas and proposing projects and programmes, but also designing them and implementing them swiftly, mobilising stakeholders and interdisciplinary abilities.

To increase this ability and successfully develop the described lines of action, Euskampus Fundazioa requires it to strengthen it on different levels.

## 5.1. Communication and Euskampus Brand

First of all, Euskampus must gain visibility and appeal among the UPV-EHU and University of Bordeaux university communities, the Tecnalia and DIPC research communities, as well as the Basque Science, Technology and Innovation System as a whole, in order to attract a larger number and more diverse range of players to its activities. Work will focus on the following lines:

- Refreshing the discourse related to the Euskampus knowledge communities and missions, going beyond the current discourse of poles of knowledge through the narrative, terminology and work dynamics. In particular, the dissemination of the Euskampus communities and the new concept of Euskampus missions represents an opportunity to revamp communication and some image elements.
- Linking the Euskampus activities, and more specifically the Euskampus knowledge communities and missions, to the incentives that move the research groups, balancing the final objectives with other instrumental objectives with increased attraction capacity for research staff.
- Implement new ways of attracting the attention of stakeholders (for example, generating opinion in its areas of knowledge).

Secondly, further developing the relationship with the University of Bordeaux and ENLIGHT places Euskampus Fundazioa in a new scenario of international projection, which will force the entity's communication activities to be gradually adapted (without the need a priori to address significant changes or implement far-reaching actions).

## 5.2. Relationship with Trustees and Partners

Euskampus Fundazioa will continue to pro-actively manage the relationship with its Trustees and partners, an essential pillar to fulfil its goals. The Strategic-Operational Plan 2025 presents the following implications for the coming years:

- Management of increasing openness and tendency towards **multilateralism**, which is essential to fulfil the defined mission and vision, in order not to lose the **bilateral essence** (mainly UPV/EHU-Tecnalia and UPV/EHU-University of Bordeaux), which is a success factor in some activities.
- Extending the relationship of trust with the **University of Bordeaux** and managing the debate on the possible evolution of Euskampus into a cross-border instrument.
- Evolving towards a new relation model with the **Basque Government's Department for Education**, in response to its increased prominence in the leadership of some activities and funding of Euskampus Fundazioa.
- **Other Collaboration:** The Euskampus Fundazioa mission and vision require an open and proactive approach to generate a rich and diverse institutional-relational space that enables the quadruple helix model to be developed in all of the programmes promoted by Euskampus or in those in which it participates. For this reason, Euskampus Fundazioa is an entity that is always willing to establish those connections and collaborations that are necessary for the deployment of its strategic approach and to add value to the research-innovation system and to society as a whole.

## 5.3. Economic Resources

In accordance with what is set out in the strategic objectives and lines of action for 2025, it is foreseeable that **Euskampus Fundazioa is going to increase the scope of its action and budget**. This circumstance is assumed as a responsibility to economic and social development through knowledge, even more so in a period in which public budget restrictions are common.

Guaranteeing the economic sustainability of Euskampus Fundazioa up to 2025 (and beyond), essentially involves the following paths:

- Evolving towards a **stable funding formula from the Basque Government's Department of Education**, in coherence with the indications in the section above.
- **Extending the sources of funding of cross-border activities**, connecting them to the programmes of the participating entities (e.g.: ACT University of Bordeaux) or public administrations (e.g.: New Aquitaine, Communauté d'Agglomération Pays Basque, NAEN Euroregion...).
- **Diversifying sources of funding**, opening new channels, such as, for example, European programmes, General State Administration Programmes or private sponsorships.

## 5.4. Team

Euskampus Fundazioa has a **versatile, multilingual and high performance Operational Team**, made up of creative people from different knowledge disciplines with diverse professional and cultural baggage. This Operational Team carries out the diverse activities and tasks required to develop the Lines of Action, with a high sense of duty and commitment to the Mission and inspired by the Euskampus values.

Over the coming years, this Operational Team will continue adapting to the needs of its Mission, marked by the Euskampus Fundazioa priorities in aspects such as:

- **Adaptation** of the work processes and decision criteria of the existing Poles of Knowledge to the new dynamics of **Euskampus Knowledge Communities and Missions** (attraction of research groups, evaluation of applications, support allocation, handling of calls, monitoring of activities, etc.).
- Provision of **resources to deal with the increased activity related to the programmes fostered by non-trustee entities**, managing growth sustainably.
- Strengthening of **result and impact measurement** systems.
- Strengthening of the capacity to work in **international environments**.
- Review of the **allocation of functions**, evaluating a possible evolution towards the increased versatility of the team (or at least part of a team).

## 5.5 Portfolio of Euskampus Interventions

Euskampus is characterised by its response agility and flexibility, and provides **tailored** solutions that adapt to the complex and changing needs at each moment and the uniqueness of the groups with which it works.

To come up with the tailored solutions, Euskampus Fundazioa has a toolbox of diverse activities and financing tools.

### Intervention Methods

To sum up the previous chapters, the main intervention methods and activities that Euskampus Fundazioa provides to the programmes and projects in which it participates are shown below:

- Promotion and facilitation of co-creation processes.
  - Preparation of studies with a scientific perspective and methodology.
  - Design and creation of initiatives, programmes and projects.
  - Mediation and intermediation with different groups.
  - Liaison, guidance and accompanying of different people and groups of diverse hierarchies.
  - Local and international representation
- and institutional relations of our Trustee's entities and entities that commission us for the development of their programmes.
  - Organisation of sessions, courses, seminars, meetings, workshops, congresses and symposiums.
  - Generation of narratives and effective multilingual communication.
  - Dissemination of initiatives.
  - Resource management.
  - Monitoring, follow-up and evaluation of processes.
  - Evaluation, measurement and management of the impact generated.

## Economic Support Tools

At the same time, Euskampus Fundazioa mobilises the Foundation's capital under the philosophy of co-funding and complementary subrogation to primary funding, from its Trustees and from public tenders or private entities, through the following tools:

- Supplementary financing to the Trustee's entities to strengthen cooperative projects and existing institutional collaboration formulas.
- Seed capital to foster promising venture cooperation without any previous experience.
- Calls for cooperative projects under the mandate of the Trustee's entities, with external evaluation.
- Temporary work contracts for co-supervised people in order to commence / strengthen / extend cooperation between teams from different Euskampus entities.
- Procurement of external services and consultancy to strengthen cooperation instruments between Trustees, or existing programmes or to launch new cooperative programmes: communication tools, feasibility studies, development of on-line platforms, stimulation of meetings, definition of strategies, internationalisation, etc.
- Procurement of external services and consultancy to prepare competitive cooperative proposals to local, national and international calls.
- Direct contributions to researchers / entities to promote the exchange and mobility of staff.
- Contributions to hold workshops, seminars, meetings that reinforce, stimulate or launch collaborations.



# RESULTS AND GOALS

Euskampus Fundazioa will strictly monitor its activity through a full panel of indicators for each objective and line of action, including process and end indicators that monitor the progress of the activity. The most strategic results and goals to evaluate the success of the Strategic-Operational Plan 2025, review the strategic approach and plan the next period are highlighted below:

Objective 1		2020	2023	2025
<b>Continuity, capitalisation and evolution of the inter-institutional actions and dynamics that strengthen and mark a moment of growth of the UPV/EHU, University of Bordeaux, Tecnalia and DIPC Alliance.</b>	Number of JRLs	4 JRLs created and managed	<i>Euskampus will have supported the creation of 2 new JRLs, assuming the technical secretariat of a total of 5, up 40% on 2020.</i>	<i>Euskampus will have supported the creation of 4 new JRLs, assuming the technical secretariat of a total of 9, up 80% on 2020.</i>
	Number of LTCs	4 LTCs created and managed	<i>Euskampus will have supported the creation of 3 new LTCs, assuming the technical secretariat of a total of 5, up 62.5% on 2020.</i>	<i>Euskampus will have supported the creation of 5 new LTCs, assuming the technical secretariat of a total of 9, up 125% on 2020.</i>
	Euskampus JRU Projects (No./€)	2 JRU projects	<i>The number of European projects with Tecnalia and UPV/EHU participation, under the JRU formula, will amount to 6.</i>	<i>The number of European projects with Tecnalia and UPV/EHU participation, under the JRU formula, will amount to 12.</i>
	Participation of UPV/EHU research groups in Euskampus dynamics (No.)	20% participation of UPV/EHU groups has been reached.	<i>The number of UPV/EHU groups participating in different dynamics promoted by Euskampus will be multiplied by 1.5, reaching 30% of the total Groups, covering all of the University's disciplinary fields.</i>	<i>The number of UPV/EHU groups participating in different dynamics promoted by Euskampus will be multiplied by 2, reaching 40% of the total Groups, covering all of the University's disciplinary fields.</i>
	Co-tutored theses defended (No.)	50 theses defended	<i>A total of 80 co-tutored theses defended will be reached.</i>	<i>A total of 100 co-tutored theses defended will be reached.</i>
	Joint Post-Graduate qualifications (No.)	7 Joint Post-Graduate qualifications	<i>The training offer between the UPV/EHU and University of Bordeaux will be 10.</i>	<i>The training offer between the UPV/EHU and University of Bordeaux will be 14.</i>
	Cross-border cooperation level	15 annual meetings held	<i>20 annual meetings will be held, mobilising 1,000 researchers and 500 students in different meetings, stays, training programmes and projects.</i>	<i>20 annual meetings will be held, mobilising 2,000 researchers and 1,000 students in different meetings, stays, training programmes and projects.</i>
	Annual Meetings (No.)	300 researchers and 50 students from both universities		
Cross-border mobility (No.): participants in meetings, stays, training programmes and projects.				
<p><i>The Euskampus Alliance has become the the main asset of the NAEN Euroregion in terms of Basque-Aquitaine cooperation, and both universities have significant presence in the cross-border territory thanks to the intermediation of Euskampus with diverse local stakeholders.</i></p> <p><i>Euskampus will have contributed significantly to implementing and consolidating a Cross-Border Summer School Programme in the benchmark New Aquitaine-Basque Country-Navarra Euroregion.</i></p> <p><i>The ENLIGHT Alliance will have been consolidated and Euskampus will have been a key factor in the success of its initial pilot stage.</i></p>				



Objective 2		2020	2023	2025
Promotion of diverse inter- and trans-disciplinary cooperation formulas to provide a joint response to the Sustainable Development Goals and the European and Territorial Innovation Strategies, through a responsible quadruple helix approach.	Communities underway (No.)	2 communities implemented	<i>Euskampus will have created and will be managing 4 Knowledge Communities, involving more than 500 researchers from the UPV/EHU, University of Bordeaux, Tecnalia and DIPC.</i>	<i>Euskampus will have created and will be managing 6 Knowledge Communities, involving more than 1,000 researchers from the UPV/EHU, University of Bordeaux, Tecnalia and DIPC.</i>
	Researchers involved (No.)	200 researchers involved		
	Missions implemented (No.)	1 mission underway* with 90 researchers	<i>Euskampus will have implemented 3 Missions which will contribute decisively to the deployment of the PCTI 2030.</i>	<i>Euskampus will have implemented 5 Missions which will contribute decisively to the deployment of the PCTI 2030.</i>
	Entities involved (No.)	6 entities involved	<i>The Missions will activate the participation of more than 250 researchers from the UPV/EHU, University of Bordeaux, Tecnalia and DIPC, and will involve the participation of more than 100 people from other entities.</i>	<i>The Missions will activate the participation of more than 500 researchers from the UPV/EHU, University of Bordeaux, Tecnalia and DIPC, and will involve the participation of more than 200 people from other entities.</i>
	Researchers involved (No.)	65 researchers involved		
Students involved in missions (No.)	(-)	<i>More than 500 students from the UPV/EHU and the University of Bordeaux will have participated in the Euskampus Communities and Missions.</i>	<i>More than 1,000 students from the UPV/EHU and the University of Bordeaux will have participated in the Euskampus Communities and Missions.</i>	

*Euskampus will intensify the participation of diverse disciplines, particularly in fields related to Social and Legal Sciences and Arts and Humanities.*

\*Pilot Mission: COVID-19 Resilience

Objective 3		2020	2023	2025
<b>Design and development of innovative programmes that strengthen the Basque University and Research System's contribution of the deployment of RIS3 Euskadi and the specialisation of the territories, university-business cooperation and the internationalisation of Basque higher education and research within the context of PCTI 2030.</b>	Participating students (No.)	500 participating students	<i>Euskampus will have contributed to the fulfilment of the following indicators within the context of the 4GUNE and KSIGUNE clusters:</i>	<i>Euskampus will have contributed to the fulfilment of the following indicators within the context of the 4GUNE and KSIGUNE clusters:</i>
	Business sectors involved (No.)	3 business sectors involved.	<ul style="list-style-type: none"> <li><i>More than 1,000 participating students.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>More than 2,000 participating students.</i></li> </ul>
	Companies involved (No.)	20 companies involved.	<ul style="list-style-type: none"> <li><i>More than 6 business sectors involved.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>More than 12 business sectors involved.</i></li> </ul>
	Business challenges addressed (No.)	22 business challenges addressed	<ul style="list-style-type: none"> <li><i>More than 50 companies involved.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>More than 100 companies involved.</i></li> </ul>
	Training programmes implemented (No.)	(-) training programmes	<ul style="list-style-type: none"> <li><i>More than 50 business challenges faced.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>More than 100 business challenges faced.</i></li> </ul>
	Internationalisation programmes implemented (No.)	1 internationalisation programme	<ul style="list-style-type: none"> <li><i>2 executive training programmes implemented</i></li> <li><i>3 internationalisation programmes underway, including the Basque Country's participation in EIT KIC ICC</i></li> </ul>	<ul style="list-style-type: none"> <li><i>4 executive training programmes implemented</i></li> <li><i>5 internationalisation programmes underway, including the Basque Country's participation in EIT KIC ICC</i></li> </ul>
University-Territory Connection Programmes with Provincial Councils (No.)	(-) University-Territory Connection Programmes	<i>Euskampus will have implemented 1 University-Territory Connection Programme with Provincial Councils</i>	<i>Euskampus will have implemented 2 University-Territory Connection Programmes with Provincial Councils</i>	

*Euskampus will have contributed decisively to the successful deployment of the 2nd Basque University+Business Strategy 2024*

*Euskampus will have contributed decisively to the design of the IKUR Strategy and its deployment*

**Objective 4**

**Promotion of scientific culture in society, citizen participation in science and a responsible research and innovation model in the Basque Country.**

*Euskampus has implemented a citizen science programme in collaboration with diverse entities of the Basque Country.*

*Thanks to Euskampus, the Chair of Scientific Culture at the UPV/EHU will be the scientific culture unit with the most diverse and largest number of activities in Spain.*

Objective 5	2020	2023	2025	
<b>Consolidate Euskampus as a space to foster open and internationally connected social innovation platforms</b>	Stays for Basque researchers (No.)	2	Through the Agirre Lehendakaria Chair at Colombia University in New York, Euskampus, with the operational support of ALC, will have facilitated the stay of 5 Basque researchers at the Earth Institute and will develop 3 themed research studies (starting with dual training) into the future of the Basque model of sustainable human development.	Through the Agirre Lehendakaria Chair at Colombia University in New York, Euskampus, with the operational support of ALC, will have facilitated the stay of 10 Basque researchers at the Earth Institute and will develop 5 themed research studies (starting with dual training) into the future of the Basque model of sustainable human development.
	Themed research studies into the future of the Basque model of sustainable human development (No.)	2		
Social Innovation Platforms (No.)	12 Social Innovation Platforms have been implemented in various countries	Euskampus – ALC in collaboration with the UNDP, OIT, La Caixa Foundation and Iberdrola, will have consolidated 8 Social Innovation Platforms in Thailand, Pakistan, Indonesia, Laos, Bangladesh, Armenia, Kosovo, Montenegro, Macedonia, Uruguay, India, Peru and Mozambique, Costa Rica and Colombia.	Euskampus – ALC in collaboration with the UNDP, OIT, La Caixa Foundation and Iberdrola, will have consolidated 15 Social Innovation Platforms in Thailand, Pakistan, Indonesia, Laos, Bangladesh, Armenia, Kosovo, Montenegro, Macedonia, Uruguay, India, Peru and Mozambique, Costa Rica and Colombia.	
Editions of the "Etorkizuneko Liderak" training programmes promoted (No.)	4	Euskampus – ALC will have promoted 7 editions of the "Etorkizuneko Liderak" training programme.	Euskampus – ALC will have promoted 9 editions of the "Etorkizuneko Liderak" training programme.	
<i>Through ALC, Euskampus will have implemented a mass experimentation programme (Deep Demonstration) to drive the green transition of Gipuzkoa in collaboration with Etorkizuna Eraikiz, EIT-Climate KIC and the OECD (OPSI).</i>				
<i>Through Sinnergiak, Euskampus will have contributed to the generation of public sector policies, programmes and plans to strengthen the open governance and collaborative models, based on co-creation, deliberation, experimentation and active listening.</i>				
<i>Euskampus-Sinnergiak will have promoted and facilitated the active participation of Basque public and private organisations in international networks and/or consortia to increase knowledge generation.</i>				
<i>Euskampus-Sinnergiak will have contributed to the international deployment and verification of Etorkizuna Eraikiz as an initiative that fosters a New Culture Policy based on the strengthening of democratic values.</i>				
<i>Euskampus-Sinnergiak will have managed to index 1 journal on social and public innovation in the Journal Citation Reports Database.</i>				

Objective 6		2020	2023	2025
<b>Development of an impact measurement and evaluation system for the Euskampus Fundazioa strategy and operational programmes, with the aspiration of becoming a benchmark in the promotion and measurement of social impact.</b>	Impact measurement systems implemented (No.)	1 impact evaluation system applied	<i>Euskampus will have prototyped an impact measurement system for all of its operational programmes with complementary indicators that will capture the ratings of stakeholders.</i>	<i>Euskampus will have implemented an impact measurement system for all of its operational programmes with complementary indicators that will capture the ratings of stakeholders.</i>
	Evaluations made (No.)	1 impact evaluation made		
	Disseminations made (No.)	1 dissemination made		
<i>Euskampus will help the UPV/EHU, Tecnalia, University of Bordeaux and DIPC to move up the social maturity scale, SRL.</i>				

*Euskampus will be recognised as a benchmark in the promotion, evaluation and management of impact in the fields of higher education and research*



# 7.

## FUNDING

To fulfil the strategic-operational approach 2025, a significant increase in the funding of Euskampus Fundazioa as a whole is foreseen, with the deployment of Objectives 1 to 4 accumulating most of this increase.

The main features of the income forecast for 2021-2025 for Objectives 1 to 4 are:

- An increase in Trustee contributions, increasing their payments by around 20% in 2022. The incorporation of two new trustees is planned in 2023 and 2024.
- An annual increase of 5% in the nominative grant from the Basque Government's Department of Education.
- An increase of 5% in funding for each competitive project by other Basque Government Departments from 2022 onwards.
- Sustained funding by Ikerbasque for the harmonious deployment of the IKUR Programme.
- Stable collaboration with the NAEN Euroregion through the annual agreement formula as of 2022.
- Direct funding from the European Commission through a project as of 2023.
- Funding from Provincial Councils by virtue of collaborations through tailored university-territory connection programmes and innovation programmes.
- Private sponsorships.

OBJECTIVES 1, 2, 3, 6	2021	2022	2023	2024	2025
Trustee Contributions	255,000	301,000	313,000	325,000	325,000
Basque Government - Dept. Education	1,320,000	1,360,200	1,402,812	1,447,981	1,554,860
Basque Government - Other Depts.	65,000	100,000	105,000	110,250	115,763
Ikerbasque-IKUR	65,000	100,000	100,000	100,000	100,000
Interregional and European Programmes	19,500	30,000	80,000	100,000	100,000
Provincial Councils	30,000	60,000	60,000	60,000	60,000
Other Income	38,000	20,000	20,000	20,000	20,000
<b>TOTAL</b>	<b>1,792,500</b>	<b>1,971,200</b>	<b>2,080,812</b>	<b>2,163,231</b>	<b>2,275,623</b>

OBJECTIVE 4	2021	2022	2023	2024	2025
Basque Government - Dept. Education	180,000	189,000	198,450	208,373	218,791
Bilbao City Council	95,000	100,000	100,000	100,000	100,000
Sponsorships	4,250	20,000	45,000	50,000	65,000
<b>TOTAL</b>	<b>279,250</b>	<b>309,000</b>	<b>343,450</b>	<b>358,373</b>	<b>383,791</b>

OBJECTIVE 5	2021	2022	2023	2024	2025
ALC					
Basque Government - Dept. Education and other Agreements	198,612	189,306	198,450	208,373	218,791
Provision of Services	225,500	230,010	234,610	239,302	244,088
Sponsorships	50,000	20,000	-	-	-
<b>TOTAL ALC</b>	<b>474,112</b>	<b>439,316</b>	<b>433,060</b>	<b>447,675</b>	<b>462,879</b>
SINNERGIAK					
Gipuzkoa Provincial Council - Collaborative Governance	270,000	270,000	270,000	145,000	145,000
Gipuzkoa Provincial Council - Participation Projects	30,000	30,000	30,000	15,000	15,000
Gipuzkoa Provincial Council - Youth Project	15,000	15,000	15,000	-	-
Other Projects	-	-	-	15,000	15,000
<b>TOTAL SINNERGIAK</b>	<b>315,000</b>	<b>315,000</b>	<b>315,000</b>	<b>175,000</b>	<b>175,000</b>
<b>TOTAL</b>	<b>2,860,862</b>	<b>3,034,516</b>	<b>3,172,322</b>	<b>3,144,278</b>	<b>3,297,293</b>

# euskampus

FUNDAZIOA



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Universidad del País Vasco Euskal Herriko Unibertsitatea

université de BORDEAUX

  
Donostia International Physics Center

tecnalia  MEMBER OF BASQUE RESEARCH & TECHNOLOGY ALLIANCE

**ikerbasque**  
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