

From Regional Cluster to Knowledge Hub:

The Experience of *Campus Iberus*



Policy and regional context

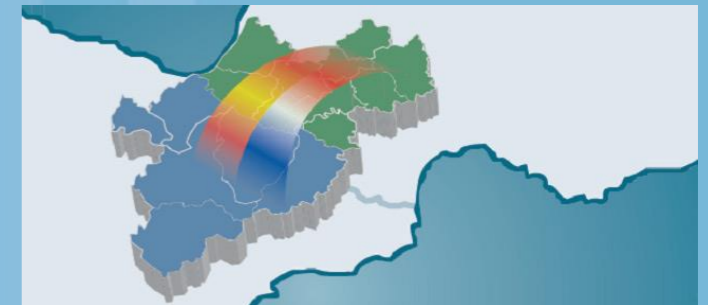
- International Campuses of Excellence Programme in Spain
 - Strategy University 2015 – Spanish University System
 - 2008-2015. Calls 2009, 2010 and 2011.
 - 686,7 M€ (106,3 M€ of grants)
- 31 Campus of Excellence (International / Regional dimension)



Regional HE landscape

Campus Iberus regional dimension

- 4 Spanish Public Universities in the Ebro's River Valley
- 4 Spanish regions (Aragón, Navarra, Rioja, Lleida in Cataluña)
- Cross border campus with U. Pau and U. Toulouse in France



N. Students	54.157
N. Doctorate students	3.292
Teaching and Research Staff	5.952
Technical and Administrative Staff	2.919
Research Groups	476



Key characteristics of cluster

What is Campus Iberus?

- **Aggregation and specialization initiative**
 - *Energy*
 - *AgroFood*
 - *ICT for Health*
 - *Territorial Development*
- **Action Lines**
 - Education (Post-graduate level)
 - Research and Innovation
 - Mobility
- **Cross-border campus (EBRoS)**



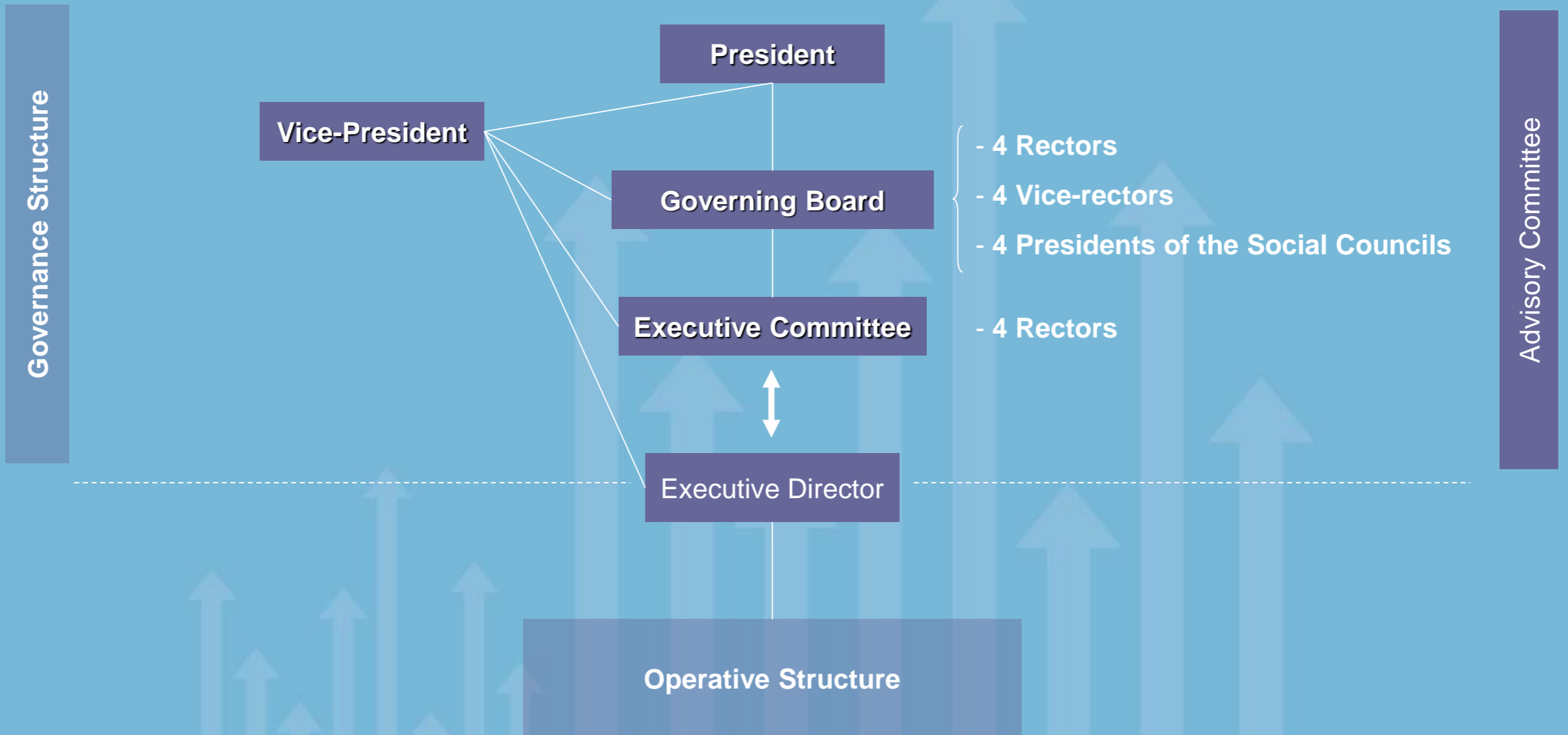
Cluster vision & objectives

- Adding together the capabilities of all the members of the strategic aggregation
- Defining the areas of knowledge where the 4 universities can be and want to be stronger by the aggregation
- Acting as an engine for socio-economic development in the regions
- Strengthening ties with the productive environment and cities

- ✓ ***Optimize the use of resources***
- ✓ ***International recognition in some specific fields***
- ✓ ***Evolve the model of University-society interaction in an interregional dimension***



Governance arrangements



Stakeholder involvement

Industry

Regional Governments

Campus Iberus

Civil Society

Technology Parks



Achievements to date (I)

- **From a strategic perspective**
 - **Evolution** from a Project to a Consortium with own legal personality
 - Setting up of a Working Structure within the Consortium
 - Executive Governance Structure
 - Definition of a **sustainability model**
 - Agreement to build the **cross-border Campus** with France



Achievements to date (II)

- From an operative perspective
 - Education
 - Joint Doctoral Programmes
 - Joint Master Degrees
 - Research and Innovation
 - Setting up of joint Research Groups together with industry
 - Joint entrepreneurship Programme
 - Joint R&I strategy for Horizon2020. (Brussels office)
 - Joint cross-border RTD strategy with Pau and Toulouse
 - Mobility
 - Erasmus+ Mobility Consortium



How are success & impact being measured?

- **International Campuses of Excellence Programme until 2015**
 - Yearly Progress Reports – Evaluation by an International Committee (*Available in www.campusiberus.es*)
 - Based on some fixed indicators (more than 100)
 - N. of new joint Doctorate Programmes in Campus Iberus
 - N. of visiting professors to Campus Iberus' universities
 - N. of projects in international R&D & Innovation Programmes
 - Increase in the number of clusters with university representation
 - ...
- **From 2016:** new evaluation process to be defined. New indicators, focused in knowledge and technology transfer, innovation, and impact on the economic and social regional environment



How are key challenges being addressed?

1. Definition of **specific projects** with an aggregation approach
 - Education
 - Research and Innovation
 - Mobility / students
2. **Working Groups** (permanent / ad-hoc)
3. **Coordination** from the Executive Direction
4. **Supervision** of the Governing structure (Executive Committee)



What is working?

- **Top down / Bottom up** approach
- **Aggregation** of universities not **merging** universities
- **Specialization**
- Focus on a **small number of big projects** instead of many small ones
- Agile **decision-making** structures
- Interaction with stakeholders. Recognition of Campus Iberus as a key stakeholder in the regions (i.e. RIS3)



What is not working?

Main threats

- Four universities in four **different regions**
- Different **size** of the universities
- Different rhythms and **timing**
- Trust of all the universities to **share specific competences** to the Consortium
- **Prioritization** University vs Campus
- **Differentiation** between the universities and the Consortium for regional stakeholders
- Spanish **national legislation** for Consortia



Next steps

- Updating of the Campus Iberus **Strategic Plan**
- Reinforcement of the **Operative structure**
- Evolution of the **Governing structure**
- **Internationalization:**
 - Cross-border Campus
 - Open new international links
- **Join Action Plan (JAP) (ESF+ERDF 2014-2020)**
 - Research and Innovation – **Innovation Platforms**
- Reinforce the **International mobility** (students, researchers, managers)
- Implementation and definition of new **Joint Post-graduate degrees → Campus Iberus own degrees.**



Thank you

Oscar López
oscarl@campusiberus.es

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Forward-Look Forum

