



VNiVERSIDAD
D SALAMANCA

CAMPUS DE EXCELENCIA INTERNACIONAL

SUMMARY

Final Project Report



800 Years of Innovation

Period: 2010-2015

Type of CEI: Global ☐ Regional ☒

Acronym: STUDII SALAMANTINI

Coordinating University: Universidad de Salamanca

Participating Universities / Promotors in the Group:

Other agencies promoting the CEI

- Regional Government of Castile & Leon
- Town Councils of Salamanca, Ávila, Zamora, Béjar, Villamayor and Guarda (Portugal)
- University of Coímbra (Portugal)
- Cervantes Institute
- Institute of Health Carlos III
- Telefónica Foundation
- Bank of Santander
- Iberdrola

Periodical report: 1º (2012) ☐ 2º (2013) ☐ 3º (2014) ☐ 4º (2015) ☒

Period: 2010 - 2015

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MINISTERIO
DE EDUCACIÓN, CULTURA
Y DEPORTE

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0. Presentation: mission, objectives and sphere of action

The University of Salamanca (USAL) took part in the competition for Campus of International Excellence (CEI - the acronym in Spanish to be used hereafter) in 2010 with the project “**Studii Salamantini: 800 years of Innovation**”, and obtained recognition as a Regional Campus of International Excellence: CEI10-00013

Among USAL’s strategic plans for 2018 (the year of the Eighth Centenary of its founding), the mission of the CEI is to contribute to promoting the international influence of the University of Salamanca, with special attention to the areas of Spanish and the Biosciences, dynamizing the transformation, updating and improving of the University as a whole and its social context, represented by its five talents: researchers, teaching staff, students and citizens.

Based on the strategic priorities of internationalization, innovation and aggregation institutionally established by the University of Salamanca, this mission can be specified in six **strategic objectives** (which in turn can be specified in eleven operational goals):

- To attain international excellence as a campus that is a global benchmark in the area of Spanish and a European benchmark in the area of the Biosciences.
- To improve cooperation, competence and innovation.
- To grow in mobility and attract national and international talent.
- To create wealth in- and outside the university context, increasing its socio-economic impact on business, employment and knowledge transfer.
- To publicize the international brand of the “University of Salamanca” in Spanish and in the Biosciences.
- To develop the sustainability of the Campus.

To achieve these goals, the CEI project established a series of actions shaped around **action programs** (which in turn are deployed in the corresponding subprograms), assembled around **strategic aims or spheres**:

STRATEGIC AIM/SPHERE	ACTION PROGRAM
Improved teaching and adaptation to the EHEA	P1. University 2.0: fostering innovation through the virtual campus
Scientific improvement and transfer of knowledge	P2. Nebrija: the CEI of Spanish and its post-graduate school
	P3. BioUSAL: the CEI of the Biosciences and its post-graduate school
Transformation of the campus. Inclusive social model. Interaction with the social, business, and territorial context.	P4. LeaderUSAL: mobility and attraction of talent.
	P5. E800: creation of employment and fostering of a culture of entrepreneurship
	P6. Eighth Centenary: building of new campuses
	P7. USAL Commitment: cooperation and dissemination of knowledge
	P8. Green USAL: environmental sustainability and universal accessibility
	P9. MundiUSAL: international networks
	P10. Alexandria: scientific divulgation

1. Principal initiatives taken with partners

To have a bearing on the institutional strategic priorities and reach the objectives set for the CEI, the University of Salamanca has incorporated as a fundamental element the participation of other agencies as **social promoters of the project**, a group of institutions and businesses that have been collaborating with the University of Salamanca and that have joined this project to enhance this collaboration that strengthens and consolidates our mutual bonds and synergy, making it possible to develop a series of action programs that the University would not have been able to broach on its own:

PROMOTING PARTNERS	
<ul style="list-style-type: none"> Regional Government of Castile & Leon Town Councils of Salamanca, Ávila, Zamora, Béjar, Villamayor and Guarda (Pt). University of Coimbra 	<ul style="list-style-type: none"> Cervantes Institute Carlos III Institute of Health Telefónica Foundation Bank of Santander Iberdrola

We would highlight the institutional collaboration of the Regional Government of Castile & Leon, which has made it possible to build the new **R+D+i Building, providing the University of Salamanca with a new science campus**. Likewise, the role of the municipal governments has been key in developing both actions for attaining **universal accessibility**, facilitating the outfitting of buildings, and programs of employment and fostering a culture of entrepreneurship, by facilitating coordination with the different municipal enterprise incubators. This collaboration has also served as a “call effect” to other agencies that have joined the CEI, as in the case of the ONCE Foundation, in matters of accessibility.

For its part, the University of Coimbra has promoted the University of Salamanca in Portugal and Brazil, making a **cross-border campus** through the creation of the Network of Brazilian Universities (RUBUSAL), thus extending the EHEA to an Ibero-American Higher Education Area. Influence has also intensified in Central America with the creation of the Centre of International Excellence in Panama (in collaboration with other CEI), and as part of the same strategic aim of the internationalization of our degrees, new training programs have been created, such as the “Master’s Degree in Hispanic Language and Culture” (together with six Egyptian universities) and the programs “Doctorate in Spanish: Advanced Research in Language and Literature” and “Doctorate in the Biosciences: Biology and Clinical Treatment of Cancer and Translational Medicine”.

The contribution of the Cervantes Institute has made it possible to create teaching materials and specific online courses for Spanish according to the Common European Framework of Reference for Languages (CEFR), as well as to develop a new tool for certifying knowledge of Spanish through the new “**Servicio Internacional de Evaluación de la Lengua Española, or SIELE** (International Service for Spanish Language Assessment), a form of international certification of knowledge of Spanish, an initiative that includes collaboration from the Universidad Autónoma de México (UNAM), by means of an Agreement signed in July 2015 in Mexico, in the presence of the King and Queen of Spain.

Figure 0. Signing of the SIELE Agreement



Likewise, the collaboration of the Carlos III Institute of Health has been key in the **creation and accreditation of the Institute for Biomedical Research (Instituto de Investigación Biomédica - IBSAL)** as a health research institute in the National System of Health Care.

Thanks to the Bank of Santander it has been possible to develop programs of great impact for internationalization, such as the **mobility grants and talent recruitment contracts** (which more than 1000 students have benefitted from). The , together with the Telefónica Foundation, have also supported the virtual campus and the development of Massive Online Open Courses (MOOCs) on the MiriadaX platform of the University of Salamanca, among which we would highlight “Estadística para Investigadores (Statistics for Researchers)” (more than 18,000 students) and “Español Salamanca A2” (more than 7,000 students)

For its part, Iberdrola has financed actions of **energy cogeneration** for environmental sustainability, and in the context of communication, agreements have been reached with *Agencia EFE* for the **international diffusion** of the USAL brand.

2. Context and revision

The CEI “Studii Salamantini” project is an essential step in the strategic plans of the University of Salamanca, which is complemented by two other future projects:

CEI project “Studii Salamantini” (2010)	Strategy for the Eighth Centenary (2011)
General Strategic Plan 2013-2018 (2012)	

Four fundamental facts that justify the revision of the project and its final configuration must be added to this internal context:

- The recommendations made by both the International Assessment Board designated by the Ministry of Education to report on CEI projects and the Regional Education Ministry of Castile & Leon.
- The reinforcement of the project, coinciding with the CEI 2010 strengthening subprogram, the InnoCampus 2010 program of the Spanish Ministry of Science and Innovation, the CEI 2011 strengthening subprogram and the CEI 2011 complementary program.
- The normative changes in official university studies, particularly in relation to post-graduate and doctoral studies.
- The socioeconomic context, including the legislation in budgetary aspects and rationalization of public spending.

All of these have led us to reorganize the initial CEI “Studii Salamantini” project in order to configure it and implement it according to the four strategic aims or spheres and sixteen actions (in which the subprograms initially defined will be integrated), maintaining both the action areas and the strategic and operational goals.

3. Principal actions

Being awarded the CEI 2010, together with the additional programs complementing it, has allowed the University of Salamanca to carry out actions that are key for its future, and that would not have been possible without the thrust and aggregation of the partners promoting the project.

CONTEXT / STRATEGIC AIM FOR ACTION Improvement of teaching and adaptation to the European Higher Education Area (EHEA)				
AREAS	ACTIONS	PROGRAMS AND INITIAL SUBPROGRAMS		OPERATIONAL GOALS
General Interest	A1. Virtual Campus <ul style="list-style-type: none"> • <i>Stadium Platform</i> • <i>Babel Virtual Space</i> • <i>Gredos Document Repository</i> • <i>Diarium Website for teaching staff</i> • <i>Knowledge Pills - USAL Media</i> • <i>Wiki-USAL</i> • <i>iTunes-USAL</i> • <i>Apps-USAL</i> 	P-1.1	USAL 2.0	Teaching: Training and Innovation 2.0
		P-1.2	Digital contents	
	A2 . Studii Salamantini Doctoral School	P-2.1	Post-graduate School for Spanish	Teaching Adapted to EHEA
		P-3.1	Post-graduate School for the Biosciences	
Specialized Biosciences	A3. Recruiting Talent	P-4.1	Mobility of the 5 talents	Attraction, recruitment and mobility of the 5 talents
		P-4.2	Knowledge to Salamanca (K2S)	
Specialized in Spanish	A4. Science Campuses	Strengthening B2c	Summer Science Campus	
		P-2.2	Chair of Advanced Studies in Spanish	
	A6. Cross-border Campus <ul style="list-style-type: none"> • <i>Network of Egyptian Universities</i> • <i>Network of Brazilian Universities</i> • <i>Centre of International Excellence in Panama</i> 	P-9.2	Cross-border Campus and international networks	
		Strengthening A1e	Network of Brazilian Universities	
		Strengthening A1c	Centre of International Excellence in Panama	

Within this context, actions have been carried out to attain the goals of internationalization and improved teaching, by means of digital innovation, new technologies, recruitment of talent and adaptation to the EHEA. Thus, a large **virtual campus** has been created which includes the *Stadium* platform for use by the entire USAL community (45,000 students, 4,400 teaching staff, 5,900 courses), the virtual space, *Babel*, for language exchanges (with 1,200 users), the first Wikipedia club “wiki usal” with 1,600 entries and 100 pages of new articles, the Gredos document repository, with 96,000 digital resources, the websites *Diarium* for 2,400 teaching staff, the “usal media” knowledge pills with more than 500 audio-visual modules, as well as materials and specific apps in “iTunes USAL” and massive open online courses (MOOCs). Together with this virtual campus we have also set up the **International Doctoral School “Studii Salamantini”**, which has involved improving the organization of this level of studies for training young researchers, and grouping 40 Ph.D. programs adapted to the EHEA, among which we would highlight those devoted to Spanish and Biosciences. To this we can add the **recruitment of talent**, a result of the excellent contribution of our partners (Bank of Santander), and which has meant a qualitative and quantitative leap in the internationalization and teaching quality of the University of Salamanca, which has become strengthened with specific actions in two fields of specialization: in the Biosciences, with the implementation of **science campuses** to foster studies in science and technology, and in the area of Spanish, the creation of the **Chair of Advanced Studies in Spanish**, which has permitted the incorporation of high level professors with international prestige. The international presence of the University of Salamanca has also been enhanced by extending the European Higher Education Area and Spanish as a vehicular teaching language beyond our borders and those of Europe with the establishment of the **Salamanca Network of Brazilian Universities (RUBUSAL)**, the **Salamanca Network of Egyptian Universities** and the creation of the **Centre of International Excellence in Panama**, with headquarters in the Casa del Arte in the historic section of Panama City (in collaboration with the universities of Barcelona and the Polytechnic of Valencia, together with a Consortium of Andalusian universities).

Figure I. USAL MOOC OFFER



CONTEXT / STRATEGIC AIM FOR ACTION Scientific Improvement and Knowledge Transfer				
AREAS	ACTIONS	PROGRAMS AND INITIAL SUBPROGRAMS		OPERATIONAL GOALS
General Interest	B1. MediaLab USAL	Strengthening B6a4	MediaLab Usal. Interdisciplinary Platform for Creativity and Innovation	Social Divulgence of Science
Specialization Biosciences	B2. Transference in the context of the Biosciences • <i>BioTransfer USAL</i> • <i>Nucleus Platform</i>	P-3.2	Biotransfer	Generation of knowledge transferable to the market
	B3. Innocampus • <i>Innovation in Haemato-oncology</i> • <i>Centre for Characterization of Biological Resources</i>	Inno campus-1	Innovation in Haemato-oncology	
		Inno campus-2	Centre for the Characterization of Biological Resources	
Specialization Spanish	B4. Spanish Franchises • <i>Spanish Language Schools (ELE-USAL)</i> • <i>Laboratory of Spanish as a Foreign Language (ELE-Lab)</i> • <i>Videogame that teaches Spanish (HiHola)</i>	P-5.2	Spanish Franchises	Development of the Spanish language teaching industry

The CEI has served to increase the link between research and society and the productive sector: on one hand, through the **innovation space of MediaLab**, promotor of collaborative and interdisciplinary work models, and on the other, through the work of the research groups in the project's two areas of specialization.

In the area of the **Biosciences**, through the Office for the Transfer of Research Results (OTRI) we have generated organizational and functional models to identify areas of interest for industry, seek financing, and facilitate the commercialization of results: "biotransfer" models that have promoted the Science Park (with more than 40 businesses installed there, providing employment for approximately 400 persons), The Ultrashort Pulse Laser Centre (which has a petawatt laser, that is, a quadrillion watts (10^{15}), an infrastructure that is almost unique in the world), the National DNA Bank (which has been extended with the creation of the Centre for the Characterization of Biological Resources) and the Cancer Research Centre (extended with the creation of a Platform of Diagnostic and Therapeutic Innovation in Haemato-oncology). To this can be added the creation of the Nucleus platform for specialized research services, which the University of Salamanca offers to private citizens, companies and R+D+i centres, and whose outside activity has increased by 12% with the CEI.

In the area of **Spanish**, an industry has been generated around the teaching of Spanish as a foreign language. On one hand, we have the creation of the limited company called Spanish Language Schools (ELE-USAL), which through a franchise model offers the opportunity for people to open their own business with the methodological support of the University of Salamanca. There are now five of these schools operating in France, Portugal, Brazil and Spain. The teaching materials for these franchises include textbooks, online courses and manuals for students and teachers, in addition to a videogame (HiHola) that recreates a virtual Salamanca in which to practice communication skills in Spanish. It was created by the Laboratory of Spanish as a Foreign Language (ELE-Lab), which comprises a work team combining renowned experts with young researchers. On the other hand, these Spanish Language Schools of the University of Salamanca also become official examination centres for certificates in Spanish worldwide: the Diploma of Spanish as a Foreign Language (DELE), given in collaboration with the Cervantes Institute and the International Service for Spanish Language Assessment - *Servicio Internacional de Evaluación de la Lengua Española (SIELE)*, in collaboration with the Cervantes Institute and the National Autonomous University of Mexico. Both of these, together with the certification of materials carried out for the Santillana Publishing House in the USA, show the predominant position of our University in matters of language assessment.

Figure II. Science Park // ELE-USAL Franchise Expo



CONTEXT / STRATEGIC AIM FOR ACTION Transformation of the campus to develop an inclusive social model				
AREAS	ACTIONS	PROGRAMS AND INITIAL SUBPROGRAMS		OPERATIONAL GOALS
General interest	C1. R+D+i Building	P-6.3	Construction of the I+D+i Building	Consolidation infra-structures and services
		P-8.1	Energy efficiency and saving	
	C2. Green Office • Commemorative Wood of Exotic Trees / Living Laboratory	Strengthening A2a1	Creation of laboratories: Living Laboratory	Cooperation, volunteering, sustainability
		P-8.3	Environmental Education	Improving

	C3. Accessibility and mobility • <i>Universal Accessibility</i> • <i>USALaBICI (Bicycles)</i> • <i>USAL-e Vehicles (electric vans)</i>	P-8.2	Universal accessibility, signposting and intercampus mobility	accessibility and green campus
		Strengthening B7b1	Rehabilitation and adaptation of university environments to guarantee universal accessibility	

A new multi-use building has been constructed for R+D+i, adding 13,000 m² to the campus and hosting two research institutes, nine services and infrastructures for research and innovation, as well as 28 research laboratories with energy supplied by a system of cogeneration financed by Iberdrola. Energy efficiency and sustainability have been fostered through the Green Office, among whose initiatives we would highlight the planting of a Wood of Exotic Trees on the Miguel de Unamuno Campus, and a living laboratory formed by 147 trees and bushes that represent the botanical biodiversity of the Campus. Likewise, work has been carried out to improve accessibility to sports installations and residence halls, and **sustainable mobility** is being promoted with the use of bicycles and the incorporation of five electric vehicles for university services.

Figure III. R+D+i Building // Bicycles and electric vehicle on campus



CONTEXT / STRATEGIC AIM FOR ACTION Interaction with the business and territorial context				
AREAS	ACTIONS	PROGRAMS AND INITIAL SUBPROGRAMS		OPERATIONAL GOALS
General interest	D1. Professional Integration • <i>Support Services for Entrepreneurship</i> • <i>Job Promotion Plan</i>	P-5.1	Entrepreneurial culture, enterprise creation and employment	Fostering Entrepreneurship
		Strengthening B4a	Training for CEI managers	
	D2. Promotion, divulgation and culture • <i>Scientific Culture Program</i> • <i>Cluster for the Public Understanding of Science</i> • <i>Events of the USAL Eighth Centenary</i>	P-10.1	Scientific divulgation in Spanish	Full International Promotion of the CEI
		Strengthening A7b	Program for science divulgation	
		Strengthening A1d	Programming of events for the Eighth Centenary	
	D3. Communication • <i>USAL TV</i> • <i>Plan for Communication and Corporate Identity</i>	P-9.1	Communication and international protocol	
		P-7.2	USAL CORPORATE TV	
		Strengthening B7a	Strengthening of USAL TV	

The CEI has promoted the **Service of Professional Integration, Internships and Employment**, which has assessed more than 300 projects from entrepreneurs and 100 grants for internships financed by the Bank of Santander. In addition, the **communication and dissemination of university activity** has been fostered with the audio-visual productions of USAL TV (25,000 visits per year), the more than 100 activities carried out in the Scientific Culture Program, the 120 members of the divulgation cluster and the cultural exhibitions and publications linked to the Eighth Centenary.

Figure IV. Website for the divulgation of science // USAL TV Studio

