

**uc3m**

Universidad  
**Carlos III**  
de Madrid



# Agenda for the Implementation of the Sustainable Development Goals

## UC3M-SDG Agenda (April 2021)

**uc3m**

Universidad **Carlos III** de Madrid

Vice-Rectorate of Institutional Relations and  
Sustainable Development



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## EXECUTIVE SUMMARY

The United Nations 2030 Agenda and its Sustainable Development Goals (SDGs) are perfectly aligned with the commitment of higher education institutions to the promotion of universal values of peace, freedom, social progress, equal rights and human dignity, enshrined in the Charter of the United Nations and in the Universal Declaration of Human Rights. SDGs also give universities major opportunities to meet a rising demand for academic and professional training on sustainable development and strengthen their engagement with the society.

UC3M has incorporated SDGs into its strategic plans, its social responsibility policy, as well as in many other policies related to equality, health, environmental sustainability, attention to diversity, international development cooperation and local, national and international volunteering. UC3M also brings those values into the international alliances in which it participates, such as YERUN (Young European Research Universities Network), YUFE (Young Universities for Europe) and UGC (University Global Coalition).

The main goal of this UC3M-SDG Agenda is to propose new lines of action in all UC3M's institutional activities — teaching, research, management and governance, social leadership — to convert the SDGs into a strategic pillar of its development. At the same time, it aims at raising SDG awareness among internal and external stakeholders and at enabling them to make a significant contribution to fulfill the goals.

With the approval of this Agenda, UC3M commits to undertake the following actions by 2023:

<b>I. Teaching and learning</b>
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Teaching

- to create a specific support action in favour of SDG-related teaching innovations (Apoyo a Experiencias de Innovación Docente).
- to foster teaching linked to the SDGs through multiple initiatives, including lifelong learning, cross-cutting competences and skills, digital education and master's degrees.
- to carry out a systematic survey of its educational offer in order to assess the extent to which each academic degree is linked with the SDGs.

Awareness and learning

- to create awards for bachelor and master's dissertations (*TFG*, *TFM*) related to sustainable development.
- to support SDG-related initiatives and activities proposed and managed by administrative staff and students, such as the UC3M Ombudsman Awards.



- to promote and expand the offer of topics for bachelor dissertations (*TFG*) geared towards SDGs.
- to promote initiatives aimed at training faculty and administrative staff on topics related to the SDGs (including cognitive/functional diversity and the use of expressions in public communication that may offend the dignity of members of the university community), also in collaboration with international alliances such as YERUN, YUFE and UGC.
- to strengthen SDG-related content in orientation sessions offered to pre-university students.
- to strengthen SDG-related content in life-long training courses for senior students (*Programa UC3M Senior*)
- to integrate and consolidate the existing initiatives of cross-cutting SDG-related courses and learning activities (so-called “passports”, e.g. *Pasaporte Solidario*, *Pasaporte de Igualdad* etc) into a single SDG-related programme, the SDG Passport.
- to promote innovative teaching methodologies centred on challenge-based and service-based learning that encourage students’ active involvement and contribute to generating multidisciplinary solutions to the challenges of sustainable development in local, regional and international environments.
- to organize annually an SDG Awareness and Action Week.

#### Digital gap in education

- to develop actions and initiatives geared towards counteracting the consequences of the digital gap on student learning and training in the post-COVID-19 scenario.

## **II. Research**

#### Funding

- to integrate funding support for research on sustainable development in the UC3M Research Funding programme (*Programa propio de investigación*).

#### Enhancement

- to promote and support the creation of multidisciplinary research groups focused on specific SDGs, and facilitate their participation in the initiatives of national and international research networks on sustainable development.
- to consolidate the awards for bachelor, master and doctoral dissertations on gender and equal opportunities between women and men (*Premios Pilar Azcárate*).



### Open Science

- to establish the requirement to deposit and, when possible, openly publish the entire scientific production of UC3M researchers in the institutional repository (UC3M e-Archive) as an additional merit that can be evaluated in the framework of awards and incentives for research and publication granted by the University.
- to establish the requirement to deposit and, when possible, openly publish the research data of all projects (especially those financed with public funds) in an accredited data repository as an additional merit that can be evaluated in the framework of awards and incentives for research and publication granted by the University.

## III. **Management and governance**

### Health

- to consolidate and expand actions on health and well-being into a comprehensive Healthy University Plan (*UC3M Saludable*) that includes initiatives for the reconciliation of work and personal/family life, the creation of a healthy work and learning environment, healthy activities for the university community, training and awareness on health and well-being, and the adoption of specific measures to protect the health of the university community in the COVID-19 scenario.

### Equality and inclusion

- to strengthen the values related to the protection of human dignity, freedom and equality in the Code of Ethics, with special emphasis on the respect for diversity in the areas of gender, sexual orientation, functional diversity, religion, ethnicity and culture of all members of the university community.
- to educate the university community on values such as rights and freedoms, gender equality, respect for senior members of the university community and the society as a whole, tolerance and freedom within the democratic principles of coexistence.
- to implement the name-change procedures established by the national and regional legislation on gender identity and expression and sexual equality and non-discrimination.
- to consolidate and expand actions on gender equality in institutional activities, including promotional events, open doors and welcome days.
- to guarantee effective equality between women and men in the access to career stages for faculty and administrative staff.



- to guarantee the compliance with the principle of a balanced gender mix in the boards and committees for personnel recruitment, as well as in the appointments and designations to academic charges.
- to implement a non-sexist language in the administration and social relations.
- to improve monitoring of the Equality Plan
- to lay down effective measures of protection against sexual harassment.
- to promote a gender perspective in study plans and training activities,
- to promote research on gender issues in different disciplines and research areas
- to undertake actions that foster women employability along the lines established by specific programmes, such as mentoring for engineering students in the framework of the “Women and Engineering” Project promoted by the Royal Academy of Engineering.
- to promote awareness of issues related to diversity and gender in the university community.
- to undertake actions to foster the inclusion of people with disabilities, especially through raising awareness in the university community, also in line with the YUFE Diversity and Inclusivity Strategy.
- to lay down the conditions that guarantee effective equality of people with disabilities in the access to career stages both for faculty and administrative staff.
- to upgrade the Bequal+ Accreditation to the Premium category by implementing the improvements suggested by the Bequal Foundation in their monitoring reports.

#### Environmental Sustainability

- to measure and register the environmental impact (carbon footprint) of UC3M as a whole and by campus in accordance with the national and regional legislation.
- to elaborate a Strategic Plan for the Ecological Transition (*Plan Estratégico para la Transición Ecológica*) that includes a roadmap of intermediate goals to reduce CO2 emissions and achieve zero emissions by 2040.
- to undertake actions geared towards improving the sustainability of UC3M in infrastructure, water consumption, energy consumption, paper consumption, plastic consumption, recycling, waste and toxic residuals management, mobility
- to expand initiatives that promote awareness and education on environmental sustainability.
- to include green mobility goals into international student, faculty and staff mobility.



#### Transparency and accountability

- to design and maintain a dedicated website on SDG-related initiatives and actions that maximises the accessibility and transparency of activities for the implementation of SDGs undertaken by the University.
- to establish an internal SDG Steering Committee as a body for advising on and monitoring actions in the various areas of sustainable development.
- to publish a Sustainable Development Report every two years.
- to participate in the Impact Rankings of the Times Higher Education (THE)
- to publish the most relevant data sets for the implementation of the SDGs in the UC3M Transparency Portal.
- to create and regularly update an SDG Dashboard, in coordination with the University Global Coalition, showcasing all UC3M's actions regarding compliance with the SDGs.

#### **IV. Social leadership**

##### International Cooperation for Development

- to promote and expand the activity of Cooperation Groups, supporting the creation of new lines of work, the consolidation of existing ones, and their access to external funding at national and international level;
- to expand opportunities for volunteering and bachelor, master and doctoral dissertations in the field of international cooperation
- to participate in the European Solidarity Corps (ETUC).

##### Transfer to the Society

- to expand initiatives for the localization of the SDGs in collaboration with external stakeholders (local governments, firms, NGOs, foundations), also through the actions promoted by the programme YUFE in Our Cities
- to create a programme of academic internships oriented to engagement and solidarity.
- to institutionalize Citizen Science groups and projects
- to support the creation of Maker Spaces and other initiatives related to local problems and the needs of citizens, for instance: citizen participation seminars, help desks, and the upskilling/reskilling of citizens through lifelong training programmes.
- to organize annually a Sustainable Cities and Communities Day as a space of interaction between the university community and external stakeholders for the



organization of training, information and educational/recreational activities geared towards raising awareness of SDGs in general and SDG11 more specifically

- to consolidate and expand the funding of SDG-related projects and actions in the awards and grants provided by the Social Council (*Acciones de Compromiso Social*).

#### Innovation and Entrepreneurship

- to foster and support the generation or consolidation of new, knowledge-based entrepreneurial activities geared towards the use of technology and know-how to contribute to the fulfilment of the SDGs.
- to strengthen the role of UC3M as a revitalising agent of the innovation ecosystem in projects related to the SDGs in its regional environment.
- to strengthen the acceleration and incubation initiatives in the Science Park.
- to support the entrepreneurship of students with disabilities.
- to apply to the international accreditation as an Entrepreneurial and Engaged University issued by the ACEEU (Accreditation Council for Entrepreneurial and Engaged University).





## INTRODUCTION

The United Nations **Agenda 2030** and its **Sustainable Development Goals (SDG)** are part of State policy in Spain. Spanish universities are set to play a leading role in achieving these goals. The document *“Getting started with the SDGs in universities”* from the Sustainable Development Solutions Network (translated by the Spanish Network for Sustainable Development-REDS), published in 2017, lays the foundations for the implementation of the 2030 Agenda in higher education institutions. In light of various international experiences, the document recommends **a comprehensive and holistic approach to university policies for sustainable development**. This translates into using the SDGs as a key organising principle for the university as a whole, through their recognition and integration in all governance structures and relevant activities of the university: education, research, management and governance, and social leadership.

Commitment to sustainable development represents a core focus of the Third Mission of the higher education system, and enable universities to actively contribute to a model of innovation and social, cultural, economic and environmental development that is socially responsible and sustainable. At the same time, sustainable development gives universities a fresh opportunity to channel a rising demand for academic and professional training, analyse its implementation on campus, strengthen their role in the development of society and boost their internationalization.

In line with this approach, the Conference of Rectors of Spanish Universities (CRUE) actively promotes **university commitment to the 2030 Agenda**, and, in particular, the inclusion of the Sustainable Development Goals, their principles and values into the mission, policies and activities of universities in a cross-cutting way.

Within the framework of its Social Responsibility policy, UC3M has implemented a wide range of actions and initiatives in the field of environmental sustainability, equality, attention to diversity, international cooperation for development and local, national and international volunteering. UC3M has included sustainable development in various points of its **2016–2022 Strategic Plan**, indicating the following priorities:

- promoting research initiatives for the development and transfer of knowledge to solve global challenges;
- promoting education programmes for the development and mainstreaming of subjects related to the SDGs to raise awareness among students of the problems facing environmental sustainability and development;
- intensifying the connection with civil society and the entrepreneurial sector to encourage the achievement of the Sustainable Development Goals, at local, national and international level (through international initiatives for development cooperation).



More generally, the Strategic Plan is committed to promoting a **responsible, engaged and healthy university**, which fosters the values of inclusiveness, equality, accessibility and environmental sustainability and assigns a strategic value to strengthening University Social Responsibility.

In 2019, UC3M approved a **Code of Ethics** that encourages and commits all its bodies to respect the principles of dignity, freedom, equality, integrity, excellence, transparency and social responsibility, thus contributing in a cross-cutting way to integrating the values of sustainable development in all its activities (from teaching and research to management and commitment to the needs of society).

As an initial step towards achieving these objectives, in 2019 the Vice-Rectorate of Institutional Relations and Sustainable Development and the Social Council, in cooperation with the rest of UC3M's services, carried out a systematic mapping of the many activities and initiatives related to the SDGs in the fields of teaching, research, management, social responsibility and university cooperation for development. The results, which also include a large set of quantitative indicators, were presented in the **Second report on compliance with the SDGs within the framework of UC3M's University Social Responsibility**, published in July 2019. This document lays the foundations to assess the current strengths and weaknesses of our University in the implementation of the 2030 Agenda, as well as to identify new opportunities and set priorities for action in the short, medium and long term.

With this new **Agenda for the Implementation of the SDGs**, we aim to go a step further. The Agenda proposes new lines of action in all the institutional activities of UC3M — teaching, research, management and governance, social leadership — to **convert the SDGs into one of the strategic pillars of the development of our university**. At the same time, it contributes to raise awareness about the SDGs in the university community so that members learn to undertake all their activities with an SDG approach and actively participate in fulfilling them.

The design and development of this Agenda is aligned with our participation in international alliances, such as **Young European Research Universities Network (YERUN)** and **Young Universities for Europe (YUFE)**, who encourage their member universities to work together towards better fulfilment of the SDGs. Similarly, the actions to which we are committed have been designed on light of the values ingrained in the **University Global Coalition (UGC)**, of which UC3M is also a member. The UGC comprises upwards of 100 universities and higher education institutions worldwide, seeking to work together with the United Nations in achieving the SDGs from our missions for education, research and transfer of results to society. In relation to the



United Nations, it is worth highlighting the role performed by UC3M in the period 2018-2020 as a hub of UNAI (United Nations Academic Impact) for SDG 11 “*Sustainable cities and communities*”.

**UC3M commits to comply with the various measures included in this Agenda before the end of 2023**, in coincidence with the time horizon set for the **Strategic Plan on Digital Strategy** and the upcoming **Strategic Plan for the Ecological Transition**. On an annual basis, the Vice-Rectorate of Institutional Relations and Sustainable Development will publish a **monitoring report** on the degree of compliance with this Agenda

## I. TEACHING AND LEARNING

UC3M has a broad range of courses at the undergraduate and postgraduate level that feature content and competencies related to the SDGs, such as No Poverty (SDG 1), Reduced Inequalities (SDG 10), Peace, Justice and Strong Institutions (SDG 16), Gender Equality (SDG 5), Decent Work and Economic Growth (SDG 8), Affordable and Clean Energy (SDG 7) and Sustainable Cities and Communities (SDG 11). Most of its study programmes are directly or indirectly linked to the Sustainable Development Goals. UC3M also participates in 16 Erasmus+ initiatives related to the SDGs. Similarly, UC3M is directly committed to SDG 4 (Quality Education) by guaranteeing inclusive, equitable and high quality education and fostering lifelong learning opportunities for all. This also includes the initiatives of the UNESCO Chair “*Scalable Digital Education for All*”, as well as the MOOCs offered by *UC3M Digital* through edX and Miríadax, some of which feature content directly linked to the SDGs (e.g. SDG 8 Decent Work).

The Vice-Rectorate for Studies is already promoting cross-cutting teaching initiatives aligned with the SDGs. For example, the latest calls for proposals for humanities courses for 2020–21 and 2021–22 gave priority to a “*courses related to the issue of gender equality and those related to the Sustainable Development Goals (SDGs)*” was provided. Students can also earn ECTS by attending SDG-focused learning activities organized by the Office for University Development Cooperation, such as “*Challenges of today’s world: the 2030 agenda for development*”.

Additionally, the Vice-Rectorate for Teaching Staff offers training courses related to the SDGs for faculty and administrative staff. SDG-related topics are also included in the orientation and training sessions offered to high school students by the UC3M Student Support service.



In order to give a further boost to the integration of the SDGs in the curriculum and learning experiences of UC3M students, as well as to highlight the critical relevance that UC3M assigns to a comprehensive education that includes SDG-related values, the Agenda proposes the following lines of action:

### I.1 Teaching

- To create a **specific support action in favour of SDG-related teaching innovations (*Apoyo a Experiencias de Innovación Docente*)**. The primary goal of this action is to encourage teachers to propose teaching innovations in terms of content and focus (for example, through inter- and multi-disciplinarity), training activities, teaching and assessment methodology, as well as participation and active involvement of the student body, in order to explore original ways of consolidating the theoretical and practical knowledge necessary for sustainable development.

*Mission lead: Vice-Rectorate of Strategy and Digital Education. Educational Technology and Teaching Innovation Unit. Technical Unit for Teaching and Audio-visual Spaces.*

- To foster **teaching linked to the SDGs through multiple initiatives, including lifelong learning, cross-cutting competences and skills, digital education and master's degrees**.

*Mission lead: Vice-Rectorate of Studies. Vice-Rectorate of Strategy and Digital Education*

- To carry out a systematic survey of UC3M's educational offer in order to assess the **extent to which each academic degree is linked with the SDGs**.

*Mission lead: School of Legal and Social Sciences. School of Humanities, Documentation and Communication, and Higher Polytechnic School.*

### I.2 Awareness and learning

Apart from the actions to raise awareness around the importance of the SDGs that are specified within each programme of research, management and social leadership actions, the following actions are intended to raise awareness, especially among students:

- To create **awards for bachelor and master's dissertations (TFG, TFM) related to sustainable development**. The primary goal of the action is to encourage students to use their capstone projects to strengthen their knowledge, skills and competencies



directly related to the SDGs. At the same time the Vice-Rectorate of Institutional Relations and Sustainable Development will seek the active involvement and cooperation of the UC3M Schools (*Facultades* and *Escuela de Postgrado*) to raise awareness among their students and foster the inclusion of topics directly related to the SDGs in the bachelor and master's theses.

*Mission lead: Vice-Rectorate of Studies. Vice-Rectorate of Institutional Relations and Sustainable Development. Social Council.*

- To support **SDG-related initiatives and activities proposed and managed by UC3M administrative staff and students**. In parallel, the Vice-Rectorate will seek the active involvement and cooperation of administrative staff units, as well as student delegations and associations who are interested in collaborating with projects directly aligned with the SDGs for the benefit of the university community. The launch of a **Call for UC3M University Ombudsman Awards 2022** is proposed within this framework.

*Mission lead: Vice-Rectorate of Studies. Vice-Rectorate of Institutional Relations and Sustainable Development. Management. University Ombudsman.*

- To promote the offer of **topics for bachelor dissertations (TFG) with an environmental impact or geared towards SDGs**.

*Mission lead: School of Legal and Social Sciences.*

- To promote initiatives aimed at **training faculty and administrative staff on topics related to the SDGs**. In this regard, we wish to highlight the **collaboration with YERUN and YUFE** to provide interactive spaces for relations between the communities of member communities. In the same vein, we emphasise the relevance of **actions and proposals** geared towards outreach, awareness-raising and discussion of **situations of cognitive and functional diversity** and the **careful use in public communication of terms and expressions that may offend the dignity of some members of the university community**.

*Mission lead: Vice-Rectorate of Teaching Staff. Vice-Rectorate of Internationalisation and European University. Management. Human Resources Service. International Relations and Cooperation Service.*

- To strengthen SDG-related content in **orientation sessions offered to pre-university students**.



*Mission lead: Vice-Rectorate of Students and Equality. School of Legal and Social Sciences. School of Humanities, Documentation and Communication, and Higher Polytechnic School. Student Support Centre.*

- To strengthen SDG-related content in **life-long training courses for senior students** (Programme *UC3M Senior*)

*Mission lead: UC3M Foundation.*

- To integrate and consolidate the existing initiatives of cross-cutting SDG-related courses and learning activities (the so-called “passports”, e.g. *Pasaporte Solidario*, *Pasaporte de Igualdad* etc) into a single SDG-related programme, the **SDG Passport**. The SDG Passport will certify attendance at and involvement in UC3M training activities as well as service-based learning activities on matters directly related to Sustainable Development and the Agenda 2030.

*Mission lead: Vice-Rectorate of Institutional Relations and Sustainable Development. Vice-Rectorate of Communication and Culture. International Relations and Cooperation Service. Sports, Activities and Participation Service.*

- To promote **innovative teaching methodologies centred on challenge-based and service-based learning** that encourage students’ active involvement and contribute to generating multidisciplinary solutions to the challenges of sustainable development in local, regional and international environments. Examples of the types of initiatives that will be encouraged include the challenge-based learning module of the Global Challenge Programme (which features the involvement of UC3M along with other universities), the Challenge Groups in YUFE for the development of innovation and growth actions in local areas (YUFE in the cities), and the initiatives of the Office for Service-based Learning (such as Legal Clinics).

*Mission lead: Vice-Rectorate of Internationalisation and European University. Vice-Rectorate of Communication and Culture. International Relations and Cooperation Service. School of Legal and Social Sciences. Support Service for Teaching and Degree Management. Sports, Activities and Participation Service.*

- To launch a new **service-based learning programme in the field of Economics**

*Mission lead: School of Legal and Social Sciences.*

- To organize annually an **SDG Awareness and Action Week** within the framework of our involvement in the University Global Coalition.



*Mission lead: Vice-Rectorate of Institutional Relations and Sustainable Development. International Relations and Cooperation Service.*

### I.3 Digital gap in education

- UC3M is committed to develop **actions and initiatives geared towards counteracting the consequences of the digital gap on student learning and training in the post-COVID-19 scenario.**

The emergency caused by COVID-19 has forced universities to radically rethink their teaching approach, in which online teaching, learning and assessment have become strategically relevant. The consequences of this innovative approach go beyond the exceptional circumstances of the pandemic and will have a long-term impact. This new scenario poses an additional challenge for the achievement of SDG 4 (Quality Education). The emergency has revealed the existence of a digital gap that affects important sectors of the socio-economically disadvantaged students, thus hindering their access to new forms of teaching and learning and seriously harming their education. This digital gap is a result of various factors, including the unavailability of computers for exclusive use by the student, the absence of home access to the web with adequate characteristics (broadband) and, in many cases, the impossibility of having a space of studying at home. Furthermore, these factors represent an added difficulty for students with disabilities or specific needs of educational support, and they may also influence decisions to continue or, in the case of high school students, undertake university studies. These circumstances seriously undermine the university's ability to guarantee its students an inclusive, equitable and high-quality education, and requires swift and far-reaching actions in terms of financial aid and additional guidance, care and support services.

In order to reduce the digital divide, UC3M reacted quickly to the lockdown, providing the students in need with computers on loan and aid to improve their internet connection. Computers have also been provided to the administrative staff of the University. Since the beginning of the 2020/2021 academic year, aid is granted to students with limited resources to purchase computer equipment and Internet connection. The Social Council has also published a new call for loaning computers.

The University is also involved in a pre-pilot programme of the European Framework for the Digital Competence of Educators (DigCompEdu). The results obtained from the self-assessment of faculty members will serve to detect the competencies that must be strengthened through training actions.

All these actions and others designed to eliminate the digital gap are included in the UC3M Strategic Plan on Digital Strategy.



*Mission lead: Vice-Rectorate of Institutional Relations and Sustainable Development. Vice-Rectorate of Students and Equality. Vice-Rectorate of Strategy and Digital Education. Student Support Centre. Social Council.*

## II. RESEARCH

Currently, many individual researchers, research and cooperation groups and research institutes at UC3M undertake projects directly related to the Sustainable Development Goals. There exist **33 research projects (European, national or regional) on topic related to the SDGs**, including decent work, human rights, sociology of climate change, renewable energy, urban planning among others. In order to move further in this direction, UC3M is committed to implementing pro-active policies that help guide research towards the issues identified in the 2030 Agenda.

It is worth highlighting the growing importance that sustainable development issues will have in the near future in national and international research funding plans. For example, in 2016, the European Commission officially adopted the 2030 Agenda, committing to integrating its 17 SDGs into European Union legislation, policies and initiatives. As a result, the SDGs will play a leading role in **Horizon Europe** (HE), the new research and innovation framework programme that will replace H2020, with a special focus on the Green Deal by the European Commission, as well as well as the reduction of inequalities in access to science. HE's multi-year strategic plan specifically focuses on global challenges and European industrial competitiveness (Pillar 2) as well as fostering innovation (Pillar 3). The thematic clusters of Pillar 2 will include health, inclusive society, civil security, climate, mobility, energy, bioeconomy, natural resources and the environment, among others. Furthermore, five priority “mission areas” have been identified, including “Adaptation to climate change including societal transformation” and “Climate-neutral and smart cities”. Similarly, the European Strategy Forum on Research Infrastructures (ESFRI) has identified several areas directly related to the Sustainable Development Goals, such as energy, environment, health and social and cultural innovation, as strategic axes of its Roadmaps.

The implementation by our University of pro-active policies geared towards promoting research on the SDGs can contribute to increase the capacity of research groups and projects to attract resources, whether European, national, public or private. With this goal in mind, the Agenda proposes the following lines of action:





## II.1 Funding

- To integrate **funding support for research on sustainable development in the UC3M Research Funding programme** (Programa propio de investigación). Currently the Programme includes various lines of action: grants in support of academic journals based at UC3M, grants to support the participation of researchers in calls for proposals by European and international programmes, grants for the organization of scientific meetings, and grants for national and international mobility of researchers. The implementation of this policy could be based either on the creation of specific lines of action on SDG-related issues to promote inter- / multi-disciplinary approaches, or on the establishment of an “SDG premium” in the assessment of proposals that highlight their contribution to research on the SDGs.

*Mission lead: Vice-Rectorate of Scientific Policy. Research Service.*

## II.2 Enhancement

- To promote and support **multidisciplinary research groups focused on specific SDGs**, especially by facilitating their involvement and participation in the initiatives of national and international networks, such as SDSN, REDS, University Global Coalition, UNAI and the International Council of Environmental Law.

*Mission lead: Vice-Rectorate of Institutional Relations and Sustainable Development.*

- To create **awards for doctoral dissertations on sustainable development**.

*Mission lead: Vice-Rectorate of Scientific Policy. Vice-Rectorate of Studies. Research Service. Doctoral School.*

- To consolidate the **awards for bachelor, master and doctoral theses on gender and equal opportunities between women and men** (Premios Pilar Azcárate).

*Mission lead: Vice-Rectorate of Students and Equality. Equality Unit.*

## II.3 Open science

The United Nations has identified **Open Science** as a fundamental catalyst for achieving the 2030 Agenda. UC3M is working on various aspects dedicated to promoting open science practices at the University. They include training for young researchers and the establishment of a support group (UniOS) in charge of promoting open science among researchers and research groups. Furthermore, in the Code of Good Practices in Research and Transparency, approved in 2017, UC3M fully guarantees freedom of action in research and the dissemination of its results, while ensuring that UC3M researchers are committed to the principles of responsible research, as defined in the cross-European



science initiative Responsible Research and Innovation. Following the principles and regulations of open science, research results (publications and underlying data) must be published as openly, transparently, carefully and precisely as possible and as quick as possible. Furthermore, the open science policy is one of the strategic axes of the activities of YERUN and a fundamental challenge for the partnerships of European Universities.

In order to encourage the implementation of these principles, this Agenda proposes to support the existing open science initiatives at UC3M, as well as promoting the human right to science, as advocated by the International Covenant on Economic, Social and Cultural Rights of the United Nations, and open science as fundamental elements to achieve the Sustainable Development Goals. The following lines of action are proposed:

- To establish the **requirement to deposit and, when possible, openly publish the entire scientific production of UC3M researchers in the institutional repository (UC3M e-Archive)** as an additional merit that can be evaluated in the framework of awards and incentives for research and publication granted by the University.

*Mission lead: Vice-Rectorate of Scientific Policy. Vice-Rectorate of Teaching Staff. Research Service. Human Resources.*

- To establish the **requirement to deposit and, when possible, openly publish the research data of all projects, especially those financed with public funds, in an accredited repository of subject-based, discipline-based or generic data** (Zenodo, Figshare, eCienciaDatos among others) and acknowledge the open dissemination of the data as an additional merit that can be evaluated in the framework of awards and incentives for research and publication granted by the University.

*Mission lead: Vice-Rectorate of Scientific Policy. Research Service.*

### III. MANAGEMENT AND GOVERNANCE

Universities are major employers, consumers, property managers and supervisors of broad communities of staff, students, and providers. Its campuses function like small cities and generate significant flows of people and goods that require investment in infrastructure in adjacent areas. For this reason, the integration of the principles and values of sustainable development in the management and governance of universities in their various aspects (employment, finance, university services, facilities, acquisitions, human resources and academic and student management) represents a core dimension of its social, economic and environmental impact.



UC3M has obtained the European accreditation **HR Excellence in Research** in acknowledgement of the alignment of its human resources management policies with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. It has also developed several far-reaching initiatives in key areas related to health, equality, inclusiveness, equity, environmental sustainability and transparency.

The Agenda commits UC3M to further promote and deepen the impact of these actions, also in cooperation with actions and initiative developed by university alliances such as YERUN (Young European Research Universities), YUFE (Young Universities for the Future of Europe) and UGC (University Global Coalition).

### III.1 Healthy university

On matters related to Health and well-being (SDG 3), UC3M's commitment is reflected in its 2016–2022 Strategic Plan, which sets as a strategic goal the establishment of an environment that protects and fosters the health of the entire university community. UC3M is member of the Madrid Network of Healthy Universities (REMUS) and the Spanish Network of Healthy Universities (REUS). These associations are designed as forums for the exchange of best practices as well as the implementation and assessment of projects that foster healthy environments. In recent years, and more recently within the framework of University Social Responsibility, several initiatives have been undertaken for the prevention of occupational hazard, the continuous monitoring of faculty and staff health, psychological and psycho-pedagogical care for students, and awareness campaigns on risk behaviour related to drug use. In the same fashion, UC3M fosters physical activity and sport practice for the entire university community.

In order to consolidate all these actions, the University proposes a **Healthy University Plan (UC3M Saludable)**, which gives further visibility to its commitment to create a work and learning environment where the improvement of health, well-being and sustainability are effectively integrated into the University's daily activities. The plan envisages, at minimum, the following core areas:

- To establish measures to ensure a **better balance of work and personal/family life** of women and men.
- **Healthy work and learning environments** (cardio-protected campus, safe work spaces, healthy buildings, sports facilities, healthy menus in university canteens, cafeterias and vending machines, green spaces, etc.).
- **Healthy activities for the university community**, with special attention to senior workers, including retired faculty and administrative staff (courses and workshops



related to improving health and emotional well-being: stopping smoking, fostering physical activity and sports, psychological and psycho-pedagogical care).

- **Training and awareness campaigns** on the prevention of common illnesses (diabetes, cardiovascular risk, musculoskeletal disorders, first aid, obesity and excess weight), drug use and addictions, self-awareness and personal development, coexistence, stress and anxiety management, healthy lifestyles and education on sexuality, among others.
- In the context of the health crisis arising from COVID-19, **the university will implement extraordinary measures to improve its ability to protect the health of students and workers (including workers hired by subcontracted companies for catering, reprography and cleaning):** for instance, protocols of behaviour for groups, incidents, access, occupation, exits, and toilets; isolation points.

*Mission lead: Management. Vice-Rectorate of Students and Equality. Vice-Rectorate of Communication and Culture. Prevention and Sustainability Service. Human Resources. Student Support Centre. Sports, Activities and Participation Service.*

### III.2 Equality, inclusiveness and equity

UC3M is fully committed to SDG 10 (Reduced Inequalities) through policies that guarantee equal opportunities and reduce inequality in relation to access to education and scientific results. In this perspective, UC3M gives crucial importance to achieving equal educational opportunities for students with socio-economic disadvantages. To this end, the university provides aids for students affected by unforeseen personal or family circumstances that might endanger the continuation of their studies. The scholarships provided by the Alumni Grant Programme (funded mainly by contributions of former UC3M students) also target students with excellent secondary school records and socio-economic disadvantages. To alleviate the effects of COVID-19 on digital gaps, the University has also introduced connectivity aids and grants for students with limited resources to purchase computer equipment.

#### a) Diversity

As a manifestation of UC3M's commitment to Quality Education (SDG 4), the **UC3M Code of Ethics** promotes the values of a comprehensive education that, together with academic and professional training, fosters critical thinking, openness to cultural diversity and social awareness. At the same time, it advocates for the rigour and high quality of teaching and the active involvement of students in university life. UC3M is committed to the equality of all its members, as well as to the respect for diversity and human rights. In this area, the Agenda envisages the following actions:



- to strengthen the values related to the protection of human dignity, freedom and equality in the Code of Ethics. In particular, UC3M will give special emphasis to the respect for diversity in the areas of gender, sexual orientation, functional diversity, religion, ethnicity and culture of all members of the university community.
- to educate the university community on values such as rights and freedoms, gender equality, respect for senior members of the university community and the society as a whole, tolerance and freedom within the democratic principles of coexistence.
- to implement the name-change procedure established by the national and regional legislation on gender identity and expression, sexual equality and non-discrimination.

*Mission lead: Vice-Rectorate of Institutional Relations and Sustainable Development. Vice-Rectorate of Students and Equality. Social Council. School of Legal and Social Sciences. School of Humanities, Documentation and Communication, and Higher Polytechnic School. Equality Unit.*

## b) Gender Perspective

In the specific area of Gender Equality (SDG 5), in 2017, the University approved its **Second Gender Equality Plan** and, in 2019, its **Second Protocol for the Prevention of and Action Against Sexual Harassment and Cyber Sexual Harassment based on Sex, Sexual Orientation, and Gender Identity and/or Expression**. Furthermore, since 2015, UC3M has imparted **codes of good practices for the equal treatment of language and images**.

To reduce the gender gap in STEM (science, technology, engineering and mathematics) disciplines and professions, the UC3M STEM4Girls programme targets high school students and promotes initiatives (courses, laboratory experiences, mentoring, tech competitions) that aim to provide girls in secondary education with the necessary information to choose their medium- and long-term studies free from gender stereotypes.

In this area, this Agenda commits UC3M to fully comply with national legislation on gender equality and EU regulations for the application of the principle of equal opportunities and equal treatment for men and women in matters of employment and occupation, especially including the following lines of action:

- placing the diversity and inclusion of women at the centre of **promotional material** for the University's events and welcome days, processes and policies.
- to lay down the conditions that guarantee effective equality between women and men in the access to **career stages for faculty and administrative staff**, including



the application of corrective measures for special situations in the assessment criteria of public competitions.

- to guarantee compliance with the principle of a **balanced gender mix** between men and women in the boards and committees for personnel recruitment, as well as in the appointments and designations to academic charges.
- to implement a **non-sexist language** in the administration and social relations.
- to improve monitoring of the Equality Plan
- to lay down **effective measures of protection against harassment based on sex and sexual harassment**.
- to promote a **gender perspective in study plans and training activities**.
- to promote **research on gender issues** in different disciplines and research areas
- to undertake actions that foster **women employability** along the lines established by specific programmes, such as mentoring for engineering students in the framework of the “*Women and Engineering*” Project promoted by the Royal Academy of Engineering.
- to promote **awareness of issues related to diversity and gender** throughout the university community:
  - shared understanding of diversity and language related to inclusion.
  - supporting the development of inclusive policies, processes and procedures, increasing the representation of diversity in all processes.
  - raising awareness of women achievements in various spheres.
  - consolidating the existing protocols that guarantee respect for the identity and gender expression of members of the university community.

*Mission lead: Vice-Rectorate of Teaching Staff. Vice-Rectorate of Students and Equality. School of Legal and Social Sciences. School of Humanities, Documentation and Communication, and Higher Polytechnic School. Human Resources. Equality Unit.*

### c) Disabilities and special educational needs

Regarding the **equality of people in the university community with disabilities and special educational needs**, in the field of Quality Education (SDG 4) and No Poverty (SDG 1), as well as Reduced Inequalities (SDG 10), the University champions equal opportunities and inclusiveness in the access to university education by providing more than 300 aid grants each year. Furthermore, each year ca. 150 students benefit from the Assistance Programme for Students with Disabilities and Special Educational Needs, while ca. 100 students also benefit from disability fee waivers.

Since 2016, UC3M collaborates with the Alma Tecnológica Foundation in the **Cátedra Alma Tecnológica (Alma Technology Chair)**, a programme that aims to enhance the employability of people with intellectual diversity in the IT sector.



In 2019, in recognition of its commitment towards people with functional and cognitive diversity in terms of strategy, human resource management and accessibility, the University has obtained the **Bequal+ Accreditation**, issued by the Bequal Foundation.

In this field, this Agenda proposes the following lines of action:

- to undertake actions to **foster the inclusion of people with disabilities**, especially through raising awareness in the university community, also in line with the **YUFE Diversity and Inclusivity Strategy**.

*Mission lead: Vice-Rectorate of Students and Equality. Vice-Rectorate of Internationalisation and European University. School of Law and Social Sciences. School of Humanities, Documentation and Communication. Higher Polytechnic School. Student Support Centre. International Relations and Cooperation Service.*

- to lay down the conditions that guarantee effective equality of people with disabilities in the **access to career stages** both for faculty and administrative staff.

*Mission lead: Vice-Rectorate of Teaching Staff. Vice-Rectorate of Students and Equality. Human Resources. Equality Unit.*

- **to upgrade the Bequal+ Accreditation to the Premium category** by implementing the improvements suggested by the Bequal Foundation in their monitoring reports. In particular, UC3M will pursue:

- the elimination of architectural barriers
- the inclusion of people with disabilities in training activities.
- The provision of training and guidance on how to incorporate diversity and inclusion into spheres of responsibility and ensure that the vision of diversity and inclusion is an integral part of university life.

*Mission lead: Vice-Rectorate of Institutional Relations and Sustainable Development. Vice-Rectorate of Students and Equality. Equality Unit. Student Support Centre.*

### III.3 Ecological transition

In the field of environmental sustainability — which includes the management of water resources (SDG 6) and energy (SDG 7), the modernisation and sustainability of infrastructures (SDG 9), sustainable cities and communities (SDG 11), responsible consumption (SDG 12) and climate action (SDG 13) — UC3M has invested considerable resources. The university improved the environmental sustainability of existing infrastructures, equipped itself with new infrastructures that meet the most demanding



environmental sustainability requirements (Building 18 on the Getafe Campus), reduced water consumption, reduced total electricity consumption and increased the use of renewable energy, increased photovoltaic energy production on campus, improved waste management and promoted sustainable transport.

In 2019, UC3M has publicly reiterated its commitment to pro-active management policies that aim at improving sustainability and alleviate climate change. Within this framework, the University has signed the so-called **Climate Charter**, a global initiative by higher education centres on the climate emergency declaration promoted by the United Nations. This commitment sets **achieving carbon neutrality by 2040** as a strategic long-term goal, together with the promotion of environmental education and sustainability programmes on campus.

In order to achieve this goal, UC3M has to lay down a roadmap that sets forth credible intermediate goals and implements monitoring protocols to guarantee their fulfilment. UC3M assigns **the highest priority to actions that enable the university to make a gearshift in the reduction of its environmental impact**. With this goal in mind, this Agenda proposes the elaboration of a **Strategic Plan for the Ecological Transition** that includes:

- a diagnosis of the current environmental impact of our campuses, by **measuring the carbon footprint of** the University as a whole and of its various campuses in 2021, in line with the criteria established by Spain's Ministry for the Ecological Transition, to subsequently design a **roadmap of intermediate goals to reduce CO2 emissions and achieve zero emissions by 2040**.

- a **Program of Action** in the areas that traditionally contribute to improving sustainability:

*-Infrastructure:* Improving buildings and facilities to ensure improved energy efficiency.

*-Water:* Improving toilet facilities to ensure reduced water consumption, studying the possibility of using rainwater and reclaimed water. Collecting and using rainwater for irrigation on campus.

*-Energy:* Promoting the development of renewable energy generation facilities; completing the replacement of lighting systems with LED technology; improving facilities to ensure reduced electricity consumption; increasing the use of energy from renewable energy sources by 20%, seeking to reach 100% renewable energy use in the long term; conducting a pilot energy audit; fostering energy saving and efficiency measures; continuing with the renewal of obsolete and inefficient facilities and machinery.





*-Consumption:* Developing a plan of actions and initiatives geared towards reducing the use of paper and eliminating plastic in all University services (including the cafeteria), with the aim of achieving a plastic-free university in the medium term. Similarly, preparing Sustainable Procurement Guidelines.

*-Waste:* Conducting a study of waste management on UC3M campuses in 2020–21 to subsequently design a roadmap of intermediate objectives to approach the challenge of a circular university, developing a comprehensive waste management and selective treatment plan.

*-Mobility:* Extending our collaboration with the European project U-MOB LIFE for sustainable mobility, funded by the European Commission (in which UC3M already participates) to create a network of universities for the exchange and transfer of knowledge on best practices for sustainable mobility. Furthermore, developing a Mobility Plan in partnership with the regional administration and specific actions in cooperation with the municipalities in which UC3M campuses are located in order to foster the use of sustainable means of transport.

- a **training and awareness programme** on environmental sustainability. The Eco-Audit at the Colmenarejo Campus, and the ACTIVATE+ / REACTIVATE+ participatory programme, based on the active involvement of the university community by way of mixed groups and volunteers of faculty, administrative staff and students, geared towards reducing the environmental impact of all the activities conducted at the University, are examples of the type of initiatives that will be implemented.

- to include **green mobility goals into international student, faculty and staff mobility**. The recent European Parliament report “Draft Report on effective measures to 'green' Erasmus+, Creative Europe and the European Solidarity Corps” invites participating universities participating to reflect on the initiatives that can be implemented to encourage greener mobility. UC3M receives around 1,000 Erasmus students per year and sends a similar number to all European universities. Although the Erasmus programme does not focus on the environment or the climate emergency, it has an enormous impact on the daily lives of millions of Europeans and can play a major role in raising awareness around environmental issues, changing daily behaviour and giving young people the opportunity to make practical decisions to protect the environment. For this reason, the university will propose specific actions, for example: a) establishing a list of green destinations to and from each of the partner universities in the Erasmus+ programme, including a calculation of CO2 emissions and the duration of the trips, to enable staff and students to choose the least polluting mode of transport; b) fostering the awareness of good practices in international mobility at events held by the International Relations and Cooperation Service; c) conducting advocacy actions both



internally and within the framework of the international networks in which it participates in order to influence the design of indicators and incentives to green mobility.

*Mission lead: Vice-Rectorate of Internationalisation and European University. International Relations and Cooperation Service. Management. Prevention and Sustainability Service. Infrastructures and Services on Campus. Energy, Development and Environmental Care Office.*

### III.4 Transparency and accountability

Transparency is one of the core values of good governance promoted by UC3M. The university already offers an open catalogue of information and is at the top of the ranking of transparent public universities created by Fundación Compromiso y Transparencia [Commitment and Transparency Foundation]. In order to consolidate its commitment to transparency, the Strategic Plan identifies the creation of an Open Data Portal as a priority goal.

In order to promote transparency and accountability in activities related to the SDGs, this Agenda proposes the following lines of action:

- designing and maintaining a **dedicated website on SDG-related initiatives and actions** that maximises the accessibility and transparency of activities for the implementation of SDGs undertaken by the University.

*Mission lead: Vice-Rectorate of Communication and Culture. Library. International Relations and Cooperation Service. Support office. Services responsible for the different activities.*

- to establish an internal **SDG Steering Committee** as a body for advising on and monitoring actions in the various areas of sustainable development. The Committee will include representatives of internal stakeholders (faculty, administrative staff and students) with an established experience in SDG-related initiatives.

*Mission lead: Vice-Rectorate of Institutional Relations and Sustainable Development. Social Council.*

- To publish a **Sustainable Development Report** every two years as a complement to the **University Social Responsibility Report**, both of which will be submitted for approval by the plenary of the Social Council.

*Mission lead: Vice-Rectorate of Institutional Relations and Sustainable Development. Social Council.*

- to participate in the **Impact Rankings of the Times Higher Education (THE)**. The rankings measure the impact of universities on each of the 17 SDGs. In 2020/2021,



UC3M submitted the required information on SDG 7 (Affordable and Clean Energy) and 8 (Decent Work and Economic Growth).

*Mission lead: Vice-Rectorate of Institutional Relations and Sustainable Development. Vice-Rectorate of Strategy and Digital Education. Library. Data Unit.*

- to publish the **most relevant data sets for the SDGs** (sustainability, expenses, monitoring and compliance with plans and programmes) **in the Transparency Portal** in order to increase their visibility and potential for reuse.

*Mission lead: Vice-Rectorate of Communication and Culture. Communication Service.*

- to create and regularly update an **SDG Dashboard**, in coordination with the University Global Coalition, showcasing all our actions regarding compliance with the SDGs.

*Mission lead: Vice-Rectorate of Institutional Relations and Sustainable Development.*

## IV. SOCIAL LEADERSHIP

UC3M undertakes a wide range of activities and initiatives to contribute to the development of society and meet its demands, both locally and internationally.

### IV.1 University cooperation for development

In 2014, UC3M approved — and has since been developing — a strategy for University Cooperation for Development (*Cooperación Universitaria para el Desarrollo*) as an expression of solidarity with the most disadvantaged countries, placing special attention on Latin America and the Caribbean, and of its commitment to sustainable human development, human rights advocacy, the reduction of inequality and the eradication of poverty. The strategy gave a decisive boost to the implementation of actions conducted by UC3M in disadvantaged areas, on an international, national and local level.

One of the strategy's core instruments is the creation of **Cooperation Groups**, which currently involve more than 150 researchers divided into 13 subject groups. Their activity is geared towards conducting international cooperation projects in the fields of research, educational support and institutional strengthening. In recent years, the groups have conducted more than 60 cooperation projects of different types (Tempus, Edulink, Jean Monnet, Erasmus+ KA2 and KA107 actions, national projects, projects with autonomous communities and municipalities) aligned with the SDGs and the eradication of poverty. Among them, it is worth highlighting the EPIU (Energy Poverty Intelligence Unit) project, currently under development, in partnership with the Getafe City Council, as a successful experience of SDG localization.



UC3M also created its own **Cooperation Fund**. The Fund annually provides grants for small-scale projects, thus enabling cooperation groups to compete for additional funding at national or international level. Furthermore, UC3M encourages researchers to get involved in innovation projects for development funded by the Spanish Agency for International Development Cooperation (AECID). Finally, UC3M provides **mobility grants** to promote international collaborations in research and education (International Credit Mobility); within this framework, students can write their bachelor, master and doctoral dissertations and undertake experiences of international volunteering in areas related to sustainable development and the eradication of poverty.

In the field of university outreach and awareness, UC3M participates with other Spanish universities in **Global Challenge**, a student-led initiative that promotes participation-based activities on issues of poverty, inequality, technology for human development, sustainability, cultural diversity and gender.

To advance initiatives in this area, this Agenda proposes:

- to promote and expand the activity of **Cooperation Groups**, supporting the creation of new lines of work and the consolidation of existing ones, fostering their access to external funding within the framework of the new Erasmus programme for 2021–2027, or through national projects (Spanish Agency for International Development Cooperation, AECID);
- to expand opportunities for **volunteering and capstone projects (bachelor and master dissertations)** in the field of international cooperation
- to participate in the **European Solidarity Corps (ETUC)**.

*Mission lead: Vice-Rectorate of Institutional Relations and Sustainable Development. Vice-Rectorate of Internationalisation and European University. International Relations and Cooperation Service.*

## IV.2 Citizen science and transfer to society

UC3M actively collaborates with city councils and regional governments in projects that share the knowledge and skills of researchers and students with local communities to meet their demands. In cooperation with the Getafe City Council and other local stakeholders, UC3M participates in the **EPIU (Energy Poverty Intelligence Unit) project** (funded by the EU through the Urban Innovative Actions initiative). Its goal is to analyse and propose solutions — from an interdisciplinary perspective — to energy poverty problems that affect many Spanish households. UC3M also partners with the Getafe and Leganés city councils on issues of mobility and environmental sustainability. Furthermore, together with other Madrid and Spanish universities, UC3M is part of



**INAECU (Research Institute for Higher Education and Science)**, which promotes research on the analysis and assessment of scientific and technological activity and the policies and management of higher education institutions. Through INAECU, UC3M has created a **Science Shop**, a citizen science programme in which researchers, citizens, non-governmental and non-profit organisations, political leaders and companies co-develop research projects in order to create new scientific knowledge, seeking to meet the needs of specific groups or social actors on issues such as urban mobility, environmental pollution and the reuse of public spaces for social uses.

In terms of transfer to society, UC3M recognises the importance of actions that favour science practices with and for society, including citizen science and public engagement. With this goal in mind, the Agenda proposes:

- to expand initiatives for the **localization of the SDGs** in partnership with external stakeholders (local governments, firms, NGOs, foundations), also through the activities promoted by the programme **YUFE in Our Cities** in different areas (European identity and responsibilities in a global world; citizens' well-being; digital societies; sustainability), for instance:

- volunteering programmes aligned with YUFE that are open to participation by the entire university community and are geared towards addressing the challenges of the cities where UC3M campuses are located, in collaboration with local partners.

- help desks that, by providing basic assistance and information, help the citizens of Leganés / Getafe / Colmenarejo to overcome existing barriers that constrain their empowerment and rights

*Mission lead: Vice-Rectorate of Institutional Relations and Sustainable Development. Vice-Rectorate of Internationalisation and European University. International Relations and Cooperation Service.*

- to create a **programme of academic practices oriented to engagement and solidarity.**

*Mission lead: School of Law and Social Sciences*

- to institutionalize **citizen science groups and projects** (adopting the approach already established for Cooperation Groups) and support other initiatives that may be linked to **Maker Spaces** (such as citizen participation seminars), for instance: training activities (such as MOOCs) in line with the YERUN Open Science strategy; the creation of help desks as an interface between the needs of the citizens of Leganés, Getafe and Colmenarejo and potential solutions that may be provided by multidisciplinary groups; the transfer of knowledge to, and upskilling and reskilling of the citizens of the cities where UC3M campuses are located through lifelong training programmes.



*Mission lead: Vice-Rectorate of Institutional Relations and Sustainable Development. International Relations and Cooperation Service.*

- to organize annually a **Sustainable Cities and Communities Day**. The idea is to create a space in which the university community and external stakeholders can develop training, information and educational/recreational activities geared towards raising awareness of SDGs in general and SDG11 more specifically. The initiative would also represent a strategic tool to raise the media coverage and social impact of UC3M's commitment to the SDGs, and in particular to **SDG 11 Sustainable Cities and Communities**, for which the university was designated as a hub by the United Nations Academic Impact (UNAI) initiative in 2018-20.

*Mission lead: Vice-Rectorate of Institutional Relations and Sustainable Development. International Relations and Cooperation Service.*

- to consolidate and expand funding for **projects and actions related to the SDGs in the awards and grants provided by the Social Council**.

*Mission lead: Social Council. Vice-Rectorate of Institutional Relations and Sustainable Development.*

### IV.3 Entrepreneurship

UC3M devotes major efforts to promoting entrepreneurship in its community in partnership with external stakeholders. The framework of reference used for entrepreneurship is the EU document “*European Entrepreneurship Competence Framework*” (2016) in which entrepreneurship (economic, cultural and social) is defined, in its broadest sense as the capacity to act upon opportunities and convert them into value for others.

In this field, the Strategic Plan 2016-22 identifies “*fostering technology-based entrepreneurship, social entrepreneurship and female entrepreneurship*” as a core contribution to its Third Mission. UC3M’s commitment to entrepreneurship can also be found in different initiatives geared both towards the university community and external stakeholders, including extracurricular learning activities with the involvement of entrepreneurial agents.

UC3M helps would-be entrepreneurs in the process of creating a project or a company by orienting, informing, advising, monitoring, educating and training them during the entire process of creating a project or a company, from ideation to execution. Furthermore, these activities are complemented by other initiatives, such as awards and competitions (Jóvenes con Ideas programme, Startup Programme, awards for bachelor and master theses), conferences, training itineraries, intra-entrepreneurship programmes for administrative and services staff and support for student associations



most directly or indirectly involved in entrepreneurship. Additionally, the Social Council implements actions aligned with the entrepreneurship strategy of the University.

To strengthen the capacity to achieve these goals, this Agenda proposes:

- to execute **actions to foster and support the generation or consolidation of new, knowledge-based entrepreneurial activities** geared towards the use of technology and know-how to contribute to the fulfilment of the SDGs.
- to strengthen the role of UC3M as a **revitalising agent of the innovation ecosystem in projects related to the SDGs** in its regional environment, developing a pole of attraction and a friendly environment in which the interrelation between the members of the ecosystem enhances the emergence, strengthening and diffusion of the activities of all agents of the SDGs.
- to strengthen **acceleration and incubation** initiatives in the Science Park.
- to support the entrepreneurship of **students with disabilities**.
- to pursue an **international accreditation** as an **Entrepreneurial University** (strategically positioned in its economic impact as an agent of systemic transformation) and an **Engaged University** (the strategic orientation of which is focused on contributing to its local and regional environment in terms of social and cultural benefit and impact) issued by the **ACEEU (Accreditation Council for Entrepreneurial and Engaged University)**.

*Mission lead: Vice-Rectorate of Scientific Policy. Vice-management for Research and Transfer. Entrepreneurship and Innovation Support Service.*

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