

ENGAGING RESEARCH ENGAGING PEOPLE

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POLICYBRIEF

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Within the framework of the **UNIC4ER Project** - *The European University of Post-Industrial Cities; Towards a collaborative approach and structure towards engaged research*, one of the main concerns has focused on the way in which the research activity promoted by universities engages and affects the cities, territories and communities in which they are located and, especially, the people who build and inhabit these cities. (Sennett, 2019).

In the process of consolidating an **Engaged Research Strategy**, this Policy Brief aims to underline the **fundamental value of people**, both those who occupy positions of responsibility at the head of institutions, companies and social organisations present in the city, territory or community, and those people who anonymously inhabit and pass through these cities.

In both cases, people, both **referent citizens** and **anonymous citizens**, are essential agents in the design, implementation and development of the engaged research strategy to be implemented in the **emerging innovation ecosystems** of the cities, territories and communities undergoing transformation.

This Policy Brief focuses on the different **profiles of people** to be taken into account and on the **recommendations** to be considered when incorporating these citizen profiles in the **governance of the Engaged Research Strategy** and in the **governance of an Ecosystem of Transformative Innovation** in the city, territory or community.

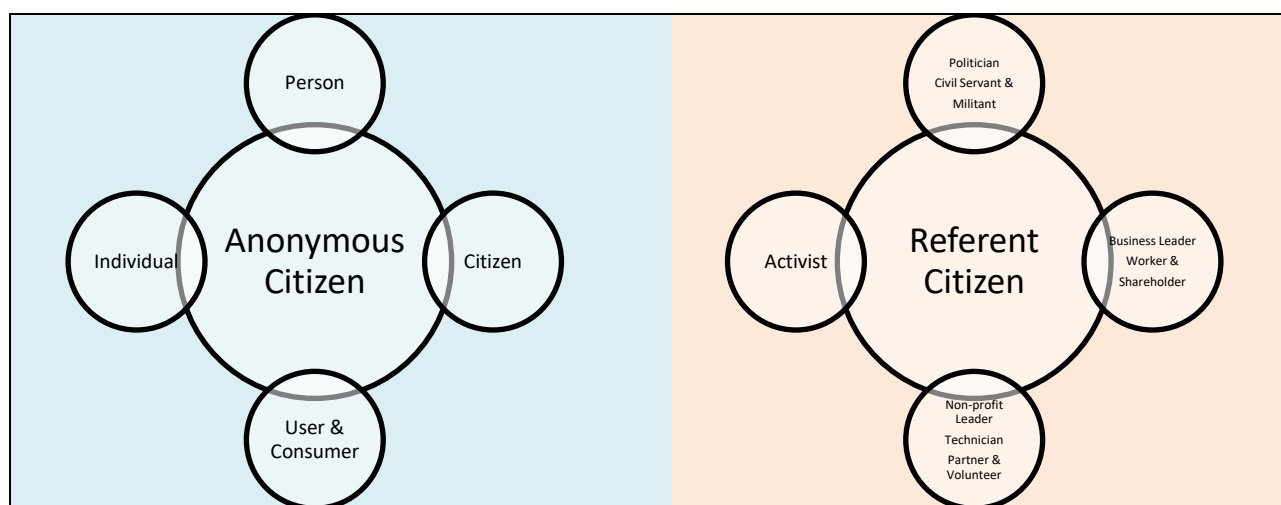
SCOPE OF THE POLICY BRIEF

The emerging society, characterized by time acceleration and space globalization caused by the scientific-technological paradigm, presents significant **imbalances** that can only be counteracted by a *2030 Paradigm* (2030 Agenda, New Urban Agenda...) that seeks balance in environmental, economic, social, and cultural terms. The critical factor in its design and implementation lies in people, the **citizens responsible for readjusting** the four corners and balancing its content (Mathews, 2014).

People, whether leading citizens in charge of institutions, companies, or social entities or anonymous citizens managing their stocks, are the **pH factor** that keeps the solution in balance, avoiding reactions that increase or reduce *acidity*.

People are key in implementing said paradigm, transforming the present reality, and achieving more humane and sustainable development models. Listening to and activating people are two priority areas of work regarding reference people who occupy **positions of responsibility** in institutions, companies, or social entities and **anonymous people** who, in their dual role as applicants and activists, can complete the work of the former.

Figure 1. People as pH Factor



Source: Own elaboration

The *pH* is the index expressing a solution’s acidity or alkalinity degree. Neutral *pH* has a value of 7. If the number is higher, the solution is basic. If it is lower, it is acidic. From our perspective, the resulting acronym *pH* merges the person (as a human being) with the citizen (equal in rights and duties, diverse in cultural identity). The ***pH factor*** implies the **critical role** that the person-citizen has as an active index in the dissolution of old paradigms.

The task is enormous and complex. It requires persistence and insistence and, above all, a **deep democratic radicalization of structures and processes**. We understand radicalization not as moving toward extreme, violent, or intolerant formulas but rather the return to the roots and essence, to the generation of spaces that involve anonymous citizens in the government of cities, territories, and communities. Democratic radicalization implies a return to the origins, to the frontispiece of the **Universal Declaration of Human Rights**. We must rethink the structures of institutions, companies, and social entities to open pores to capture the feelings of anonymous citizens around current problems and challenges, socialize the diagnosis, objectives, and actions that make up the **2030 Agenda**, and open spaces for the activation of anonymous people in elaborating and implementing their own. Getting to work means valuing the people inhabiting our planet, its cities, territories, and communities, recognizing and welcoming their talent.

ANONYMOUS CITIZENS

Anonymous citizens are individuals who seek to cover their basic needs. That same citizenship is made up of people who pursue their full development through the acquisition of knowledge and skills. Anonymous citizens manifest themselves as users of goods, products, services, and experiences in different spheres of their existence. Humans become consumers, buyers of what they need, and sellers of what they do not. Anonymous citizenship is exercised by being useful and in solidarity with others, with the family, the neighbourhood, the community, and society, through various commitments of variable intensities.

Individuals, people, users, consumers, and citizens that we claim to be aware and responsible in the activities derived from the exercise of each of the aforementioned profiles.

Table 1. Anonymous Citizens

| PROFILE | PROFILE FEATURES | ASPECTS TO CONSIDER |
|-------------|---|---|
| INDIVIDUALS | Cover my basic needs (housing, supplies, food, health, social services, pension...) | Access to information services, guidance, consultation, advice, provision, aid... |
| PEOPLE | Develop myself personally and stay up to date (education, lifelong learning...) | Qualifications, courses, tutorials... |
| | Socialize (groups of friends, new friends, interpersonal relationships...) | Communication forums, meeting spaces... |
| USERS | Access goods, products, services and experiences that I need | Use of public, private and community goods and products |
| | | Use of public, private and community services |
| | | Living individual and community experiences |
| CONSUMERS | Sell what I no longer need Buy what I need (goods, products, services and experiences) | Access to thrift and barter shops |
| | | Assignment or sale of my estate |
| | | Proximity trade |
| | | E-commerce / home delivery |
| CITIZENS | Exercise my rights and duties (civil, political, social, economic, cultural, environmental) Be useful and supportive of the family, neighborhood, community, and society (networks, platforms, volunteers, associations, NGOs, political parties, unions, entrepreneurship, business, institutions...) | Rights and duties in everyday life |
| | | Volunteering and associationism |
| | | Business creation and entrepreneurship |
| | | Participation in organizations and institutions |

Source: Own elaboration

INDIVIDUALS

Covering basic **needs** occupies many anonymous citizens' time, space, resources, and activities. The accommodation search, the rental or acquisition of a home, the provision of basic supplies for it (e.g., water, energy), sufficient food, health care, access to social services, pension for the individuals that make up the family unit... become fundamental lines of activity for any individual (Chinchilla, 2020).

The stabilization of a minimum threshold of **access**, use, and enjoyment of the mentioned goods and services is part of the daily evolution of every human being. The appearance of any type of fissure in access to them can lead to a vulnerability gap and future exclusion. The *2030 Paradigm* denounces the contents of said exclusion. It draws our attention to the vulnerability of the homeless, substandard housing, informal settlements, the privatization of access to water, energy poverty, malnutrition, hunger, food waste, lack of health, the deficit in universal access to the health system, the lack of protection of social services, or pensioners' poverty, and more.

The **activation of citizenship**, the *pH factor*, goes through the awareness of the state of the art regarding housing, food, health, social services, or pensions in the concentric rings in which our existence develops, from our closest medium to the most distant global realities. The experience of

superabundant, comfortable, and even sufficient basic conditions should lead us to reflection, awareness, and individual activation of more empathetic and caring behaviours and attitudes. Likewise, to activate in the company of other people through collective commitments in protecting fundamental rights related to housing, hygiene, nutrition, health, or care.

PEOPLE

Anonymous citizenship is made up of people, sociable human beings in need of group life with others. People who pursue **their full development** through lifelong learning accumulate significant and internalized experiences from which to find the best response to each challenge and problem life throws our way (Csikzentmihalyi, 1997).

People accumulate knowledge about the most varied aspects of their existence, from language or mathematics to the most sophisticated degree of specialization we can imagine. The work of people as a *pH factor* entails their empowerment from the double perspective of **algorithms and noemas**, hybridizing the knowledge of science and technology with letters and the arts.

People gain access to basic skills to function on a day-to-day basis, from a progressive discovery of their abilities to the growing ability to live in a group and even leadership and entrepreneurship in circumstances that require them (Gardner, 1999; Nuusbaum, 2002; Sen, 1985). The technique and technology necessary to dedicate as much time as possible to creative and higher value-added tasks, leaving intelligent machines to perform the most routine tasks and those with the least contribution to human existence. Universal digital literacy has become as essential as literacy around letters and numbers in past centuries. **Openness to diversity** is necessary for life in a world plural in origins, memories, heritage, identities, and cultural manifestations.

The conversion of people into a *pH factor* requires **profiles empowered** by fundamental and specialized knowledge and by skills that facilitate better self-knowledge and minimal self-esteem, fluid interpersonal communication, respectful coexistence in diversity, enabling digital literacy, entrepreneurship of every day and even leadership to stir in situations of uncertainty and anxiety.

USERS AND CONSUMERS

Anonymous citizens become users to the extent that they **use or acquire** the goods, products, services, or experiences that other sectors, such as public, private for-profit, or non-profit associations, create for their use and consumption.

We can talk about a **mediated initiative**: Initiative because each citizen has the power to choose or reject the use and/or purchase of a good, product, service, or experience; and mediated, because free choice is conditioned by the limitations of economic, social, cultural, or environmental accessibility and because organized society exercises significant control through communication and seduction strategies.

We remember Touraine's pertinent warning from a few decades ago, at the height of modern industrial society, but which holds today with absolute validity:

The previous observations are correct, provided we add that the freedom of initiative and the ability to influence are increasingly distributed more unequally according to the professional and social level, in such a way that extreme confidence in the mass society leads to the recognition that the initiative can only exist in the upper layers of society (Touraine, 1969: 210)

Users face problems of a certain complexity derived from their location at the end of a vast chain of sectors and agents, public and private. Consumerism, individualization, and resource use are the key issues to analyse. The acquisition or use, free of charge or paid, of goods, products, services, or experiences entails the development of a consumption practice. The tendency towards excessive consumption degenerates into rampant consumerism, turning a deaf ear to the voices

that warn of the unsustainability of the capitalist model due to limited resources and to those that denounce the lack of solidarity and the exclusion of three-quarters of the planet.

The lack of **criteria** on the part of users, resulting from a lack of education in consumption values, leads to practices that cause a boomerang effect. This situation is reflected in the perverse effects generated and reflected in the chapter about environmental, social, cultural, and economic imbalances.

Another worrying phenomenon is the profound **individualization** in enjoying programs, goods, services, and experiences. With the establishment of associations of users and consumers, in the opposite direction, there is a growing separation of user interests due to the fragmentation of needs, uses, habits, practices, and consumption. Consequently, the defencelessness of anonymous citizens is more remarkable given the distance of conflicting interests between two individuals belonging to a similar social area and target audience.

Third, we discovered another problematic aspect related to **resource use**. On numerous occasions, we are faced with a lack of sufficient and adequate infrastructure, equipment, or services for the demanding population. The differences between the global north and south, not only between continents or states but also between regions, cities or neighbourhoods, regarding resource networks, are remarkable. Even in neighbourhoods and cities rich in resources, we detect a lack of culture in their use. There is a process of acquiring knowledge and skills, referenced in the previous section, which directly affects the real possibility of access to and optimal use of said equipment and resources by a significant percentage of anonymous citizens. The lack of knowledge about the existing public, social, and private offers and the absence of sufficient empowerment for access, choice, use, and valuation affect their full enjoyment.

The activation of users and consumers as a *pH factor* goes through the empowerment of people via **knowledge, skills, motivations, and values** that guide the use and consumption of goods, products, services, and experiences of a public, social, or private nature from criteria that pursue a more humane and sustainable development, in environmental, economic, social, and cultural terms, framed in more democratic policies and governance.

CITIZENS AND ACTIVISTS

Together with their roles as users and consumers, people can activate their role as **citizens** with rights and duties and as **activists** involved in the protection, guarantee, and development of the rights of other human beings.

Anonymous citizenship underlines their citizen profile when aware of **their rights and duties**. Aware of their civil, political, economic, social, cultural, and ecological rights, they exercise them in every circumstance and condition deemed appropriate. Similarly, they internalize that all rights imply duties and are committed to the rights of others (Borja, 2003). We understand it is not enough to be aware of their citizenship status or to decide to exercise their rights and duties. In most corners of the planet, the emerging society denies citizenship status to many people in transit, migrants, asylum seekers, and refugees. It forces them to live experiences of illegality or a legality, where they cannot exercise citizenship with the one of origin lost and a new one not yet regularized at the destination.

Anonymous citizens become activists when they decide to live first-hand every experience they encounter (Csikzentmihalyi, 1997; Pine & Gilmore, 2000; Sundbo & Sorensen, 2013). They do so fully empowered in their rights as human beings and their duties concerning them as they live in society.

People satisfy their basic needs as individuals searching for private and shared solutions from a conscious exercise of their rights while complying with the duties that allow **the rights of others** to be fulfilled. People track their personal growth and development itineraries through learning and socialization, making multiple decisions around the spaces and people they interact, live, and build with, be they social relationships, friendships, family, couples... They protect their rights to learn

and develop while lending themselves to completing duties that will make others grow. They choose options to use and consume goods, products, services, and experiences according to ethical and practical criteria respecting rights and duties responding to individual and/or collective welfare.

The activation of anonymous citizens as a *pH factor* goes through the **universalization of citizenship** without allowing grey areas of legality for those who already exist because they breathe and, therefore, find themselves on the difficult path of survival, growth, development, use, consumption, and activation. The activation of people aims to make citizens aware of their rights and duties. Activating the protection and guarantee of the **rights and duties of the people surrounding us** is also pursued.

REFERENT CITIZENS

People can abandon their anonymous profile at certain -short or long, circumstantial or central- stages of their life project. They can acquire profiles as referents who are only temporary and concrete being (*estar*) that does not alter their anonymous future. Or they can acquire reference profiles that permeate their being (*ser*), in the essence that defines the person, turning even their private life into a public reference for anonymous citizens.

Among reference citizens, we find people who occupy institutional responsibilities, exercise politics, occupy positions of executive governments, or head legislative parliaments and Administrations of different levels of intervention. Together with them, civil servants who, after opposition or contest-opposition, have access to a position in the different Administrations. And accompanying the institutional representatives in the chamber of political parties and other para-political entities are militants likely to become referents at other times.

Leading private for-profit entities are people who become entrepreneurs. Along with them, others have access to management positions. Then, there are workers linked to varied fields of action within companies. Furthermore, some shareholders are co-responsible to a greater or lesser extent for the company's direction.

In the sector of non-profit entities, associations, foundations and NGOs are the people who represent them. Together with technicians hired for task performance and activity organization. And the presence of people who become members and others who generously donate part of their time, knowledge, skills and/or resources through volunteering.

Each reference citizen profile responds to differentiated features, performs different functions and tasks, and affects anonymous citizens to different degrees. Each of them has a different reason for being. They present levels of competence, with quotas of autonomy and dependency, regulated by laws and regulations. They manifest unequal capacities, the result of their function and task performance, as well as their interaction with the rest of the actors (Sen, 1985). In each case, they present considerations worth taking into account

Table 2. Referent Citizens

| PROFILE | PROFILE FEATURES | ASPECTS TO CONSIDER |
|-------------|--|--|
| POLITICIANS | Consolidate the social and democratic rule of law Deepen the democratic nature of policies and governance | Oversight of actions |
| | | Limitation of the number of public and trust positions |
| | | Credibility, conduct, and ethical code |

| | | |
|--------------------------------|--|--|
| CIVIL SERVANTS | It considers human rights as the basis of all action and in the way of establishing the relationship with anonymous citizens, depository of popular sovereignty, and reference citizens | Activity constrained by procedure, other officials, and elective positions and designation |
| | | "Functionalization" (accommodation) |
| | | Learning throughout professional life |
| MILITANTS | Choose, accompany or support the public officials of your own party in the exercise of office Follow, control, and audit public officials belonging to ideological currents and own and opposing political parties | Weight of charismatic leadership |
| | | Preparation for political relief |
| | | Control and monitoring of own charges |
| BUSINESS LEADERS | Start up and maintain the viability of the business started Generate benefits to be distributed equitably among the business community itself, shareholders, workers and employed workers, and the society in which they are linked | Training for the exercise of the function |
| | | Public image and business ethics |
| | | Commitments in a new social contract |
| WORKERS | Generate wealth with their work to be distributed among the business community, shareholders, workers and employed workers, and the society in which they are linked Contribute new product, service or experience ideas, and intrapreneurship proposals that affect structures, organizational processes and results | Qualification |
| | | Specialization and versatility |
| | | Active agent in the company |
| SHAREHOLDERS | Influence, through the small or large volume of shares purchased in public offerings, in the future of business corporations, through the various types of investment funds | Orientation of investment funds of small and large shareholders |
| | | Orientation of pension funds |
| | | Orientation of sovereign wealth funds, especially of democratic States |
| NON PROFIT LEADERS | Play an essential role in a context of strengthening a more democratic governance in which the voice and action of the third sector increases its importance. | Complexity management |
| | | Professionalism |
| | | Discontinuity |
| TECHNICIANS | Bring to a successful conclusion the projects launched by non-profit entities, with the necessary knowledge and skills in each case | Vocation professionalization |
| | | Perimeter of functions |
| | | Progression |
| PARTNERS and VOLUNTEERS | Participate, on your own initiative and voluntarily , in an association, foundation or NGO, in a non-profit entity, in order to address a challenge, problem or need | Information flows |
| | | Commitment level |
| | | Pragmatism |

Source: Own elaboration

POLITICIANS

In the public sector, reference citizens are found as politicians in public office, civil servants, and as militants of political organizations.

Those agents who hold a position of responsibility within the public sector, either by direct popular **election or designation** as a position of trust from another public office, are considered politicians (Jiménez Asensio, 1997). Their function is to cover those objectives for which their positions were created within the Public Administration at each level of responsibility. Its political nature, achieved by direct electoral endorsement or through the elected office that has appointed it, implies the subordination to the control of its activity not only by the legislative and judicial apparatus but also by public opinion, where the media acquire special relevance. Among the issues raised by political leaders, the limitation of the number of existing positions, credibility, conduct, and corruption are of particular interest.

The limited **number of** public political officials is a recurring issue. Its limitations are rarely raised regarding its impact on processes and results, but rather, an alleged effort of public savings, not always rightly understood, is argued. Moreover, the volume of existing positions of trust is linked to how reliable officials' professional training and predisposition are. It is a question related to the number of political obligations acquired by the elected public office and their parties for those who gave part of their lives to public affairs, cutting or limiting their professional career.

The violation of credibility, conduct subject to an **ethical code**, and corruption affect not only individuals and the parties they represent but also the democratic system and its institutions. The lack of transparency and ethically deficient, irregular, corrupt, and criminal behaviours lead to a lack of **trust** and detachment in the people in charge of public institutions and representative democracy (Dahl, 1998).

Any of the issues raised are of special relevance for any intervention from the public sector in the objective of **more democratic policies and governance**. The adequacy of referent people in their political segment is an essential analysis and the correct diagnosis on the volume and the requirements they must acquire. The virtue is not found in reducing the system but in finding proportionality and rationally calibrating the volume of public positions to their assigned functions and tasks. Regarding the low level of credibility of the political class, it is possible to delve into dignifying strategies, especially from direct contact with the anonymous citizenship and the rest of the referent citizens. Above all, it depends on developing ethical, rigorous, professional, and quality political work.

It goes without saying that political leaders, elected or appointed, play a fundamental role in consolidating the **social and democratic rule of law** and deepening the democratic nature of the policies and governance implemented. The democratic fragility of their profiles, or in the exercise of their functions, deteriorates the transparency and trust that enable anonymous and reference citizens to be complicit with improving the whole system.

CIVIL SERVANTS

The civil service represents the other face of the public administration. Officials access this condition through opposition, competition-opposition, or provisionally, through interim contracting formulas in the permanent debate on the criteria and selection processes. Their functions correspond to the held position within the administration's broad spectrum. For the times we live in, these roles have reduced versatility, flexibility, and mobility between areas, even at comparable job levels. Furthermore, this activity is excessively constrained by senior technical positions and by those elected or appointed political positions that, too often, discourage intrapreneurship and innovation.

One of the main problems that this sector is currently facing is the effect of civil service itself, a process of **accommodation** to a stable and lifelong contract situation, a disturbing phenomenon that, far from leading to greater motivation for job security and role stability, leads in many cases to apathy.

Times and spaces change, mismatches multiply, and their complexity increases. **Updating** and learning knowledge, skills, values, and motivations throughout life becomes imperative (Senge, 2000). Sometimes, in the civil service, we find a lack of training, motivation loss, or reduced sensitivity of their direct managers towards training since they do not consider it an added value in diagnosis, creation, design, or intervention.

However, the growing and exacting demand of anonymous citizens, together with the pressure from other referents, require higher quality standards in the provision of public services. Said pressure is exerted on the civil service, which must win at the waist by permanently opening to recycling and updating knowledge and skills: linguistic training, interpersonal and intercultural communication, application of innovative technologies, techniques and methodologies, programs and services of a new type...

The search for more democratic policies and governance is impossible without principles permeating the civil service's way of being. The first years of the Spanish Transition show the problems with the coexistence of democratic principles with a civil service still anchored in the Dictatorship's principles. The *2030 Paradigm* requires a deeply democratic civil service, not only in considering **human rights as the basis** of all action, but also in the way of establishing the relationship with the anonymous citizenry, depository of popular sovereignty, and the rest of the referent citizenship, legitimized in one function or another by the social and democratic State of law.

MILITANTS

Behind the screens of institutions, a group of political organizations (e.g., parties, platforms, unions), comprised of a relevant number of active people, accompany the maturation, design, development, and accountability of their own and others' processes.

It can be in the **election, accompaniment, or support** of the public officials of the party itself in the exercise of office. It can also be in the monitoring, controlling, and supervising of public offices belonging to ideological currents and political parties, own and opposition.

The members of political organizations have possibly lost specific weight with the consolidation of democracy. They have seen how their economic contribution became testimonial in the coffers served by public subsidies linked to the electoral results and representativeness achieved. They have seen how the growing demand for politics shifted its weight towards the professional politician, who abandons any other economic activity that could reduce their availability or create spaces for potential conflicts of interest, reducing the influence of militants who devote a few evenings or weekends to the cause. They have succumbed to charismatic leadership and behind-the-scenes political marketing that reduces the scope for **internal criticism** within most parties.

However, its incidence in politics is relevant in a long-awaited scenario of periodic replacement of the political class, of introducing **fresh air** into positions of responsibility after limited periods of office. The decrease in the total volume of militants, the weakening of their weight in most parties, and the doubts generated about the level of internal democracy, among others, are issues that must be analysed and corrected wherever they are a verifiable reality of more democratic policies and governance.

Political militancy is not a minor element in the democratic deepening of policies and governance through which to advance in a more humane and sustainable development. Its role of **accompaniment, monitoring, control, and relief** of the political classes becomes an appropriate instrument in purifying possible excesses and deviations from the original intentions.

BUSINESS LEADERS

From the private for-profit sector, we can extract various profiles of the relevant citizens: business leaders, managers, workers, and shareholders.

Regarding the business community, its origin is in developing a venture according to one of the existing legal entities. Its basic and primary function is to **start up and maintain** business viability, benefiting the community of shareholders, employed workers, and the society in which they are linked.

Current legislation enables or regulates their action, which emanates from public institutions in commercial, labour, tax, civil, criminal matters, etc. Although there is also a sovereign court with influence over any business initiative, that is anonymous citizens' decision-making as consumers buying goods, products, services, or experiences.

When discussing some of the problems in the business community, we must highlight the ability to exercise their function, their public image, the need for increasing capitalization, and supervision by other agents.

Regarding the first matter, employers' difficulty in some areas to meet profile requirements is constant. The situation we are referring to concerns the distance between having a good idea and turning it into a good business.

The deterioration of the business leader's **public image**, given some leading referents' behaviours and attitudes due to their economic power and ability to influence, together with the rise of a favourable image of entrepreneurs, has not helped consolidate a more democratic businessman profile.

A more complex situation arises with the need for increasing capitalization in a global context. This trend towards the **concentration** of the production of goods, products, services, and experiences, a consequence of space globalization and time acceleration, substantially affects medium and small business structures with the consequent quality deterioration of our democratic system.

Finally, public control of private activity is experienced with concern from some business sectors. Nevertheless, under a justified demand for vital space for the development of business economic activity, deeply neoliberal conceptions have been harboured that, comfortable with the emerging society and oblivious to the profound imbalances and *globaldemics*, are inhibited in their commitments to a **new social contract**, which guarantees a welfare society in the search for more humane and sustainable development.

WORKERS

The figure of professionals as workers hired by a company to exercise specific functions is part of the faces that anonymous citizens can acquire to become referents for a few hours. Their work activity, transparent and permanent in past times, has almost vanished to give way to fleeting and expeditious professional transits. Hiring has adopted many formulas, transforming what was once secure into something less flexible and insecure into habit and constant practice. Company objectives, competition from other entities, and labour market behaviour set the limits of their actions.

In this context, the elements of friction that the employed person faces are numerous, but we would like to focus on three: qualification, specialization and polyvalence, and activation.

Regarding **qualification**, professionals require a higher level of knowledge and skills. In lower-skilled jobs, technology and digitization occupy these functions and tasks, with the consequent amortization of the position. These workers are displaced to workspaces with greater training demands. In jobs with higher qualifications, the continuous change in activities implies constant and forced access to new knowledge and skills. Role and task obsolescence can drag down highly skilled people who may have been unable to foresee the winds of change. We face the need for lifelong learning, permanent training, and recycling around general and specialized knowledge, and personal, interpersonal, and technological skills.

Specialization is presented as a requirement for the development of numerous functions and tasks. **Polyvalence** is also required in the context of permanent change in which we find ourselves. The contracted professionals face rapid accommodation to functional variations in ever

shorter terms, demonstrating the ability to adapt as well as rigor in the new undertakings. This can happen even for people who have reached a maximum level of specialization and who can face a sudden cessation of their value via substitution.

Another aspect to review is the **activation** formulas for company workers and the need to consider employees as active agents within organizations. For decades, labour sociology, organizational psychology, labour laws, and microeconomics have proposed formulas that intend to overcome the conventional barrier between the traditional figure of the capitalist entrepreneur and that of the employee reduced by the labour force. For example, we can recover an emblematic issue of the magazine *Ekonomiaz*, edited by the Department of Economy of the Basque Government, which dedicated a monograph to this issue (1995). This number collected some of the most exciting contributions of the time, incorporating collaborations from prestigious authors like Meade, Kruse, or Laville and a vast repertoire of international and local case studies.

The proposed formulas ranged from profit sharing to greater involvement in strategic orientation through a greater presence in the management and production model.

In its desire to achieve a more humane and sustainable development, the *2030 Paradigm* requires the activation of workers, reference citizens to others given their ability to **produce wealth** with their work while contributing new product, service, or experience ideas, and propose intrapreneurship ideas that affect structures, organizational processes, and results.

SHAREHOLDERS

Among reference citizens, there is an increasingly relevant profile in the emerging society: shareholders. *Fictional capitalism* (Verdú, 2006), around the stock market, the financial world, and investment funds, in fusion with the popular capitalism that extends its tentacles among millions of small shareholders worldwide, acquires a significant dimension in today's society. This capitalist model aims to make anonymous citizens feel that they can **influence** the future of gigantic corporations with a volume of shares purchased in public offerings.

The reality is quite another. The majority shareholders of these companies continue to be linked with their own individual and family names, recognized and recognizable. However, together with these people, **investment funds** related to groups of large, medium, and small shareholders appear.

Pension funds stand out among the investment funds linked to small shareholders (anonymous citizens as referents). A well-known case is the Federal Retirement Thrift, which manages the private pension of millions of US officials and 700,000 million euros in assets. Or the case of California teachers' investment fund, which is close to 300,000 million euros (Moreno, 2021). In other words, anonymous people who save small amounts throughout their lives in search of greater security and comfort in their retirement become referent citizens who, by delegation, allow decision-making that affects other anonymous people along the length and breadth of the planet. Decisions that seek greater profitability for investment involve loss of housing, workforce reduction, amortization of jobs due to digitization, job insecurity, production relocation, price speculation...

Another interesting approach to the issue comes from **sovereign wealth funds**, especially those linked to democratic states. Funds controlled and managed by States and their central banks but belonging to their citizens, as in the case of the Norwegian sovereign wealth fund, which has assets of more than one trillion euros.

From the small package of shares of a simple citizen to the immense sovereign fund, through investment funds of variable size made up of the savings of civil servants, pensioners, and professional associations... we are talking about the role of many supposedly anonymous people who, in their capacity as shareholders, become reference citizens for many people in the world.

In recent years, **new colour spectrums of investment funds** have appeared, such as bonds or green funds, which choose portfolio assets based on environmental criteria, with high profitability and social reputation, or bonds or blue funds, which are aimed at investing in sustainable activities related to oceans, seas, and rivers. Will we see orange bonds linked to human

and sustainable cultural development or purple bonds linked to social development in the coming years?

The objectives established by the *2030 Paradigm* lead us to consider them part of the *pH factor* due to their potential to influence if they reach awareness, assume their **co-responsibility**, and activate their involvement in transformative innovation processes.

NON-PROFIT LEADERS

The fabric of the third sector, non-profit entities, associations, foundations and NGOs, comprises many agents that we call partners, who work as managers, contracted people, and technicians.

The partners in leadership positions within the collegiate governing bodies of non-profits are elected by the entity's social mass from among its members. These are typically not coveted positions by partners due to obligations and non-remuneration. Partners control their performance through the sovereign assembly. Given the growing dependence on public subsidies and, to a lesser extent, private sponsorship, these sectors' influence on the associative fabric has increased. Said control is not only limited to the use and management of what is subsidized or sponsored but can also filter down to the ideological or strategic level.

The people responsible for these entities face an endless series of concerns, of which we would like to collect three issues: complexity management, professionalism, and discontinuity.

The voluntary origin of the vast majority of those who hold positions of responsibility in associations has given them know-how from experiential learning, hit-and-miss dynamics, and, to a lesser extent, participation in rigorous, high-quality training processes. As time passes, the challenges of this group of committed people gain **complexity** and technical demands, including computer applications of administrative procedure, justifying expenses, and fundraising, demanding more and more mastery of content and techniques.

This causes a growing need for sufficient **professionalism** in doing things. To a certain extent, doing things well is no longer just a matter of goodwill, even for the associative world. The logical consequence is the demand for intensive and practical training processes for this profile of directors, with or without a desire for professionalization, but with all the requirements of professionalism in the exercise of the managerial position.

Another related circumstance is the **discontinuity** in the exercise of managerial tasks by the entity's social mass. Whether because of the natural evolution on an association's life cycle, with a greater or lesser number of years of accumulated history; because of the dropout rate typical of social commitments and militancy, with a limited number of affiliation years variable according to the types of associations; or because of the evolution in the chosen ways to exercise belonging with years of active militancy or mere moral and economic support. The effect is constantly starting over, which characterizes associative movements that lose their most prepared individuals in moments of necessary continuity, leaving a void that is not compensated even by the most mature substitution processes. Nevertheless, this factor can be mitigated with serious training processes and, endowed with perspective in time, can be seen as a positive instrument of activation and constant renewal.

Anonymous citizens at the head of non-profits become reference citizens for the rest of the people who make up the entity's social mass, the beneficiaries of their activity, and referents of other social, institutional, and business agents.

The implementation process of the *2030 Paradigm* grants a relevant role to these people in a context of **strengthening a more democratic governance** in which the voice and action of the third sector increase its importance.

NON-PROFIT TECHNICIANS

The growing complexity to which we continually refer implies, in the case of non-profit entities, the incorporation of people with sufficient knowledge and skills to successfully complete the projects

launched. The people hired, technicians, are citizens of reference for the leaders of said organizations, beneficiaries, and anonymous citizenry as a whole.

Among the noteworthy issues in an exercise of **consolidation and strengthening** of their role. We want to highlight the professionalization of the vocation, the perimeter of its functions, and the progression.

Most people who work in the third sector share a deep vocational root. In a significant percentage, they access the task after years of militancy and/or belonging to the association. Even people with no relationship with the entity have a past as members of associations, foundations, or NGOs. And in both cases, they coincide with official qualifications or training processes related to the field. However, the complexity of the times and spaces we live in entails the need to maintain a certain level of **professionalization of the vocation**. Without losing the intangible values that accompany the passion and emotion of the vocation, it is necessary to advance in the modernization required by the efficiency in the use of resources and limited time, as well as the effectiveness in obtaining results.

Another issue that we want to point out is the **perimeter of technicians' functions** in social entities. Activity performance moves between responsible people who can perform their functions without a contract or any remuneration and, therefore, with reduced presence and availability. On the other hand, the presence of the social mass, entity members, in addition to expressing their feelings and thoughts through the corresponding bodies, can maintain a specific interference in the future of daily activity. The recipients of the activity, who may or may not be among the entity's social mass, are regular interlocutors to technicians. And in the absence or delegation of management positions, dialogue with heads of institutions, companies, and other social entities may fall within their functions. The function perimeter becomes a delicate juggling exercise, supported by professional rigor and communication pedagogy in relationships with others.

Professional progression in all areas is a variable to consider, yet the risk of burnout and professional wear syndrome are more noticeable in most social entities' intervention areas. The pressure experienced working in sensitive areas, especially those in which vulnerability and exclusion gaps are worked on, entails very high personal and professional exhaustion. Learning processes focused on self-esteem and resilience can be valid instruments. Sabbatical periods or horizontal mobility to other areas in which receiving new stimuli, new challenges, can also help address unwanted situations.

The anonymous people who leave their homes to go work at any association, foundation, or NGOs are references for the recipients of their work, the managers of their organizations, the social mass that supports the entity, the institutions, and companies that finance the projects, and for other social entities with which it collaborates. The reference citizenship of the *2030 Paradigm* has the face of women and men who work in the third sector (Kern, 2021; Muxi, 2018).

PARTNERS AND VOLUNTEERS

Anonymous citizens who become partners are people who, by their initiative and will, decide to **participate** in an association, foundation, NGO, or non-profit. Their primary function is to participate in tasks required by the group or in which members have a right to participate. Their activity is encouraged and conditioned by the association's philosophy, expressed in its ideology, and the group's rules, included in the statutes and internal regulations. We should keep sight of risky associative practices, e.g., sects, which should be specified through regulations.

It seems that the partner figure is in **permanent crisis**. We are witnessing a progressive abandonment of a model of militancy created in the sixties to make way for more open and flexible models influenced by a more punctual and focal idea of activism. These models are in catharsis. An increase in volunteering with a cause, concrete and limited in time, compared to militancy, committed to action and the organization and its permanence over time. *A la carte* memberships?

Amid this uncertainty, some issues, such as misinformation, the level of commitment, or pragmatism, emerge strongly.

A significant percentage of members, especially in entities of a certain volume, lack sufficient knowledge of the association as an organization, philosophy, and project. The absence of training and information protocols, as an introduction to the association's potential, causes a low degree of insertion in the group's opportunities and generates a certain disaffection due to **ignorance**.

Furthermore, the reality of **commitment** is in its low hours. Not so much because of the percentage of associated citizens, which has remained more or less stable in recent decades, with slight variations in the types of associations growing or shrinking, but rather in partners' depth of commitment to the project. The percentage of members actively participating in associations is even lower than the number of registered members. By way of example, in the world of political parties, even in those recently established, the percentage of participation of militants in decision-making processes is low, considering these are people who have taken a step forward regarding their commitment.

Finally, the wave of **pragmatism** that invades us is reflected in the profile and nature of the militancy chosen by the anonymous citizenry. Most of these participations are strongly subjected to people's particular interests, as victims or affected by institutional or business measures, in demand for public services, or as consumers and users of products and services. Although, at the other extreme, and as never before, we have witnessed the establishment of a cooperating and supportive association in recent decades: NGOs.

The involvement of the *pH factor*, the activation of anonymous people, and their conversion into reference persons also involve their activation as partners, militants, and volunteers in different non-profit entities.

BARRIERS AND CONSTRAINTS IN BUILDING AN *ENGAGED RESEARCH STRATEGY*

In the process of creating an *Engaged Research Strategy*, we have to take into account the people, their profiles and roles, present in the reality with which we intend to interact. The traits that accompany the roles analysed in the previous pages condition the scope of our action. The **needs and demands** of the anonymous citizens, together with the **priorities and interests** of the referent citizens of the city, territory or community in which we are implementing our *Engaged Research Strategy* can open an insurmountable gap or make our efforts converge around shared goals and objectives.

In the process of approaching our stakeholders, various **barriers and constraints** may appear explicitly or implicitly in our contact, initial dialogues, deliberation processes or subsequent design and implementation phases.

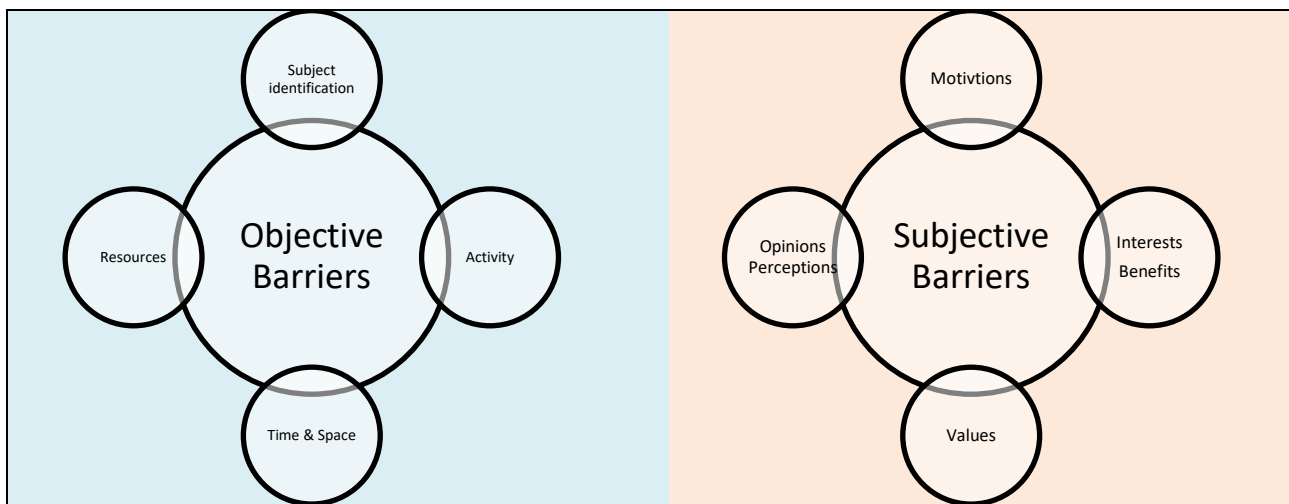
Some of these barriers have to do with **objective aspects** such as the individual or group nature of decision-making, the nature of the activity on which we focus our project, the time available, the characteristics of the space in which the project takes place or the resources of all kinds available.

Another block of barriers and limitations has its origin in **subjective aspects**. The different motivations (push factors) of the people involved, both from the university itself and from institutions, companies, social entities and anonymous citizens can generate spaces of convergence or insurmountable divergence. And, on the other hand, we found a great diversity of values that pull (pull factors) on these people. There may even be situations in which there is an open conflict of values, some of them openly hostile to the protection and guarantee of fundamental human rights.

Perceptions and opinions can mediate consensus on motivations and values. Personal histories or background prior to our presence can negatively or positively condition the unfolding of the proposal. The alternative reality generated by fake news and denialism can be extremely counterproductive to our objectives. Likewise, the conflict of interests or the search for antagonistic benefits can open gaps in the engaged research projects initiated.

Finally, we have to bear in mind that **people think**, regardless of their role and function. They have their own ideas, more or less elaborated, about the realities we are dealing with. But they also feel and suffer, they carry **emotions and feelings** that can cloud reason or increase otherness and empathy in the circumstances they face. Let us not forget that **people do**, carry out their decisions, get things right or wrong, collaborate or counter-indicate. Consequently, regardless of their anonymous or referential character, they will be essential in the transforming action we undertake. And let us not forget that **people can learn**. We can incorporate new knowledge, competencies and values to share with the anonymous citizens and referents present in the projects, inhabitants and passers-by in the cities, territories and communities in which we implement an *Engaged Research Strategy*.

Figure 2. Barriers and Constraints in Building Engaged Research Strategies



Source: Own elaboration

OBJECTIVE BARRIERS IN BUILDING AN *ENGAGED RESEARCH STRATEGY*

The functions and tasks stated refer to the objective and subjective barriers encountered by each and every one of the actors due to their primary nature as people and their secondary condition as citizens of anonymous, institutional, business, or social reference. But, the objective of generating transformative innovation ecosystems in cities, territories and communities deserves the effort to remove objective and subjective barriers. It is an indispensable task in an urgent approximation to the long-awaited humane and sustainable development.

Objective barriers begin with **subject identification**. We have been speaking of the individual, of the person. But the social character of human beings imbricates them with others, forming couples, families, crews, groups, collectives, communities, societies... that acquire their own life in terms of criteria on the problems and challenges we face, as well as the mechanisms most suitable for resolution. The group conditions the person factor, small or large, in its position regarding the agendas, purposes, and contents. Empowerment, transparency, trust, and co-responsibility tasks, designed and oriented towards the person as the main recipient, must not avoid this condition: the complicity achieved bilaterally or with the groups in which it is integrated.

The **activity** in which to connect with the person acquires great relevance. Suppose the nature of the proposed activity does not coincide with the interests and preferences of the person questioned. In that case, it will be difficult to slide along the terrain that leads to higher levels of consciousness, activation, and activity. The challenges we face are numerous and diverse. This is a problem in itself, but also an opportunity. It is a compelling circumstance to gather people around the subject that causes more shock waves in their consciousness, daily life, or future projection. Complicity can come from activity.

Time is a limited resource and, consequently, valued by people. There are much more tasks to do than available time. There is an objective barrier around time. Despite reaching complicity individually or through the group and finding activity content that attracts their interest, the non-availability of time can break the process of incorporating individuals into the ecosystem. Hitting the required time is not an easy task. Dosing the level of progressive demand with gradual feedback of satisfactory experiences can be key. It is not easy to know how long it takes to activate the anonymous person. But we do know that a high level of temporary demand entails activation or future activity failure. It is about achieving complicity through a fair use of time.

Space can become a barrier (Elliard, 2016). From a different perspective, space plays a key role in the person's activation. The greater or lesser distance between the person's daily life and the place from which their presence is requested affects the personal predisposition to get involved with the problem, in one sense or the opposite. Sometimes, we manifest a greater sensitivity to what is close and indifference to what is far away. Or vice versa. Some circumstances in life make us see a brief gap as an insurmountable barrier or an appetizing challenge. Space characteristics its features, can also represent approximation or distance. Closed or open spaces, very cared for or in need, real or virtual... are aspects that facilitate or hinder the approach. Space occupies a place in the search for people's complicity.

The required **resources** can become an objective barrier. The challenge posed may require knowledge or skills that the person does not have and does not expect to achieve in a reasonable time reducing the chances of joining the ecosystem. In other contexts, the need to contribute financially stands in the way of their willingness to be part of the community. There may even be a lack of other material resources that people do not have, nor is it possible for them to have them in a reasonable time. In any case, the frustration caused by lack or limitations brought to the surface by our intervention can further drive subjects away. Resources favour complicity.

SUBJECTIVE BARRIERS IN BUILDING AN *ENGAGED RESEARCH STRATEGY*

Subjective barriers are also present and will be present, in a more implicit way, even camouflaged behind those already mentioned. **Motivations**, the whys that move our lives, are among the subjective barriers. We come across a wide range of reasons why people decide to become active or remain indifferent to environmental problems. The whys that justify action or inhibition, their full involvement or indifference. At the root, we can find various motivations of anonymous citizens: extrinsic, e.g., recognition from others or the resulting benefits; intrinsic, e.g., self-realization and personal growth linked to the commitment acquired, always entailing greater involvement; positive, i.e., focused on the pleasure that the proposal generates; negative, i.e., when occupied in avoiding something unpleasant, punishment, humiliation, frustration or failure; basic, related to performance and result; daily, related to immediate gratification; focused on the individual, self-esteem, and self-concept; focused on the task, challenge, and the achievement of objectives. For one reason or another, beyond objective conditions, people engage with proposals or not, hence the importance of considering them. Motivations bring us closer to or further away from complicity.

Another subjective barrier is **values**. Values are principles, virtues, or qualities that characterize a person, which are greatly important for social groups, act as criteria for social behavior, and establish the reasons for people's actions. The observation of the traceability between values, norms, and behavior is highly relevant in the context in which we address the issue. The individualization of values or the setback in consensus around shared values can make it difficult to address common challenges. In addition, we pointed out the crisis of democratic values in moments of uncertainty and insecurity, fostered by populism and authoritarianism, along with other issues in the development of the proposed tasks, such as whether shared values or not; in decline or danger values; the values in progression; the social groups or collectives that are in each other's drive, and the role of organized society and reference citizenship in the promotion of one value or the other. Values increase or decrease people's complicity with the proposed transformation (Silvestre et al., 2020).

In the field of subjectivity, we can find other barriers around **opinions**, sensory and social **perceptions**, **interests**, or the **benefits** each pursues.

PEOPLE WHO LEARN, THINK, FEEL AND DO

The people who transform the world, whether anonymous citizens or role models, have learned from successes and mistakes, have spent time thinking, have allowed themselves to be affected by feelings and emotions, and do things.

They have learned from their own experience, adding wisdom to the intelligences that make up their being. They have learned and continue to do so from birth to death. They do so in the classrooms of children's educational centres, permanent adult training or experience schools, institutes, professional training centres, universities, and many other places. They are impregnated with **learning** in their family and friends' environment. They internalize teaching and learning in non-formal educational environments linked to leisure, culture, sport, or recreation. They assimilate learning from informal environments such as the street, the media, the internet, or social networks (Carr, 2014; Morozov, 2012).

In all of them, there are moments in which knowledge flows. Through them, we access competencies, skills, and abilities and organize our scales of values. And with them, we strengthen or modify initial motivations.

People who transform the world from everyday life, institutional, business, or social commitment **think**. They wonder about the ultimate meaning of their presence, activity, and intervention in the world. They prioritize values, concepts, images, and proposals that help them interpret and understand how society works. They defend a more humane and sustainable model. They maintain a favourable attitude towards social, economic, environmental, and cultural transformation. They fight the imbalances and *globaldemics* of present time and space: climate change, concentration of wealth, inequalities, and xenophobia. They defend a profoundly democratic political model. They are committed to democratic governance between institutions, companies, entities, and citizens. Moreover, they act from these principles in the various areas of their existence as anonymous and reference citizens.

The people we are talking about allow **feelings** and emotions to take their place in daily life and the organizations in which they participate (Camps, 2011; Goleman, 1986; Gutiérrez-Rubí, 2019). They consider that otherness and empathy are necessary for active listening to the anonymous and reference people with whom they share the planet. Compassion in the face of the suffering and pain of others and indignation at the violation of human rights, be they civil, political, economic, social, cultural, or environmental, are good starting points. When acting and intervening, the combination of passion and temperance feeds the capacity for resilience in the face of so many objective and subjective barriers that will arise. Patience must accompany the intervention to avoid being overcome by difficulties and obstacles. The gratitude for those who preceded, accompanied, and will follow us will mix people and actions.

We are talking about people who transform the world, its cities, territories, and communities; above all, **they do**. They do things, big and small, according to the time and place, to the possible responsibility and scope in each circumstance. But they do. And they do differently, not just more or better. Their power and influence is based on moral authority, ancestry, and credibility achieved after years of transparent and trust-generating practice. They do with humility, recognizing their limitations, condition, and personal fragility, as well as the impossibility of transforming everything. Taking care of processes, of how things are done, occupies the heart of their agenda. They do with others, through teamwork, the promotion of communities, and the generation of ecosystems. They do for others from a deep sense of solidarity.

Once we have analysed the profiles of the people, anonymous citizens and references, which we include in the generic concept of stakeholders, we can establish a more nuanced and targeted **Engaged Research Strategy** that facilitates the generation of **Ecosystems of Transformative Innovation** in the cities, territories and communities in which we intend to have an impact with the activity of our universities.

To speak of *Engaged Research Strategies* is, from our point of view, to speak of people who establish relationships, dialogue, deliberate and implement, in a collaborative and co-creative way, to generate a multiplier effect, based on their knowledge, skills and values, reducing the objective and subjective barriers that prevent the generation of *Ecosystems of Transformative Innovation*.

As we have seen throughout the previous pages, these anonymous and referent people with we want to establish engagement, start from different contexts and circumstances, as a result of the roles and functions they must fulfil. An efficient and effective *Engaged Research Strategy*, attentive to generating consolidated processes and obtaining satisfactory results, must carry out a fine scouting exercise to identify the people with whom it is going to initiate processes of transformative learning, research and action.

Figure 3. Policy Recommendations for an Engaged Research Strategy



Source: Own elaboration

RECOMMENDATION 1. Take into account the profiles of the people, citizens, who make up the university community in relation to an Engaged Research Strategy (ad intra).

Before embarking on the external projection of an *Engaged Research Strategy* from a university, it would be good to bear in mind that what has been said so far must be applied to the very nature and functioning of the academic institution. The people in the university community who are forming or will form part of this strategy participate, as the anonymous citizens and referents that they are, in many of the features, functions and barriers that we have analysed above.

Firstly, because they are anonymous citizens: human beings with their own background and experience as individuals, people, users, consumers and citizens. In addition, the public, private or non-profit nature of the university itself provides specific features that will condition the performance of the people in the university community involved.

The academic leadership of the *Engaged Research Strategy* will take on a more political, business or social bias, depending on the nature of the university itself. Similarly, the profiles of researchers, teachers and managers will have a greater or lesser bias towards civil servants, workers or technicians, according to the nature of the university centre. Even undergraduate, postgraduate or doctoral students will be conditioned by the nature of the university that hosts them and the institutional, business or social aims that accompany them. And there is no doubt that a key element, such as the economic support of the strategy itself, will be subject to the public, business or social funding of the university itself, as well as to the specific funding channels established for the implementation of the strategy and its projects: taxes, public tenders, grants, aid, investment funds, patronage, membership fees, fundraising....

All of this can provide us with an initial state of the art that establishes the strengths and weaknesses of our own university in the establishment of the strategy or of the teams responsible for the projects.

RECOMMENDATION 2. Identify the profiles of stakeholders, citizens, involved in the implementation of the *Engaged Research Strategy* (ad extra)

Throughout the Policy Brief, we have stressed the importance of correctly labelling the people with whom we are going to interact in our engaged research process. First of all, all the people present in the process are anonymous citizens, they all respond to the roles of individual, person, user, consumer and citizen throughout their daily lives. They are therefore called upon to perform various functions and fulfil certain objectives throughout the various stages of their lives and at different times of the day. Taking this into account conditions the focus of the *Engaged Research Strategy* to be carried out.

But, in addition, a smaller percentage of people, throughout their lives, assume roles linked to the exercise of tasks in public institutions (politicians, civil servants, activists in political organisations...), in private companies (entrepreneurs, workers, shareholders...) or in non-profit organisations (social leaders, technicians, partners, volunteers...). Each of the roles and their functions will condition the way in which they interact with the *Engaged Research Strategy* in general and the project in particular.

As result of all of the above, we will have a map of agents with a precise description of their nature, characteristics and functions, which will be very useful for the deployment of the strategy and the implementation of the projects.

RECOMMENDATION 3. Do not ignore the needs, demands, priorities and interests of the people in the university community involved (academic and management staff, researchers, teachers, technicians and students).

The design, launch and implementation of an *Engaged Research Strategy* cannot ignore the needs and demands that, as anonymous citizens, accompany the members of the university community involved. Nor can it ignore the priorities and interests that these people, as referent citizens, pursue.

Every human being in the university community participates in the needs and demands that we have analysed in the first part of this document. Needs that, as individuals, they have in the search for health, accommodation, maintenance... Needs linked to their personal development, through education and training, as well as socialisation and recognition by the group and society. Needs that they intend to cover as users or consumers of goods, products, services and experiences. Demands it makes as a citizen in the exercise of its rights.

And the people who hold positions of academic responsibility, both in management and administration and in teaching and research, are concerned by the priorities identified as such. As well as by the interests associated with the exercise of these functions.

When setting the *Engaged Research Strategy*, it is important to take into account the conditions and constraints of the people involved in the engagement process.

RECOMMENDATION 4. Take into consideration the people of the city, territory and community, in their needs and demands as anonymous citizens, and in their priorities and interests as referent citizens.

An *Engaged Research Strategy* must take into account the needs and demands that, as an individual, person, user, consumer or citizen, occupy the agenda of the anonymous citizen. Likewise, it must assess the priorities and interests of the referent citizen, in accordance with the responsibilities acquired in his or her organisation, as a politician, civil servant, activist, businessman, worker, shareholder, social leader, technician or volunteer.

The correct call and reception of people, the origin and destination of our *Engaged Research Strategy*, must establish a double process of listening: on the one hand, to the needs and demands of the anonymous citizens, the universe in which the strategy or sample to which the project is circumscribed is implemented; and on the other hand, to the priorities and interests of the reference citizens of the organisations present in the city, territory or community to which the strategy or project is addressed.

Issues such as covering basic needs, keeping up to date, socialising, accessing the use of services, being able to consume products or exercise my rights, can facilitate or strangle the development, in the short term, of a specific project, in the medium term, of an *Engaged Research Strategy* and, in the long term, of an *Ecosystem of Transformative Innovation*. In the same way that the priorities of consolidating the social and democratic rule of law, maintaining the viability and profits of a business, or tackling a problem linked to an age group, social group or thematic area, can strengthen or weaken the project, the strategy and the ecosystem.

RECOMMENDATION 5. Provide technical training to the members of the university community involved (academic and management staff, researchers, teachers, technicians and students).

The art of engagement requires a permanent updating of knowledge and skills. This involves considering the contents and methodologies to be deployed in an efficient and effective *Engaged Research Strategy*, as well as in the projects in which it materialises. Training must be completed both for researchers and teachers involved in the strategy as a whole and in the specific projects, as well as for facilitators related to support actions of various kinds (financing, management, administration, digitisation, logistics, maintenance, etc.).

An *Engaged Research Strategy* must be capillarised in the structures and processes of the university, for which it must be shared as a philosophy and way of understanding the relationship with the cities, territories and communities in which academic, research and teaching activity is carried out, as well as with the people who live in and move through them.

Likewise, it must be specified in specific contents and competences of a diverse nature to be taken into account. The contents may incorporate approaches to the problems, challenges and solutions that arise around cities, territories and communities, as well as the lives of the people who live in them. Competences may focus on those that enable a better understanding of the individual and of communication and interpersonal relations, as well as those that refer to methodologies, techniques and tools linked to learning and research processes.

RECOMMENDATION 6. Empower people, anonymous and referent citizens, as a *pH* factor in an engaged research process.

An *Engaged Research Strategy*, as a whole, or a project, in particular, with a vocation for transformative innovation, must facilitate learning processes for the people, anonymous citizens and referents, involved. Knowledge and competences are needed to level out the significant asymmetries that we will find between anonymous citizens, on the one hand, and referent citizens, on the other. We will also detect imbalances between the different profiles of anonymous citizens, according to age, origin, gender or condition. And we will detect significant differences between the roles of referent citizens present. In the same way, we will observe different scales of values, more or less affected by the democratic values set out in the Universal Declaration of Human Rights.

It seems appropriate to carry out this initial work of empowerment of the people involved, in order to better assemble people who are very different in their socio-demographic profile and with different roles in their double condition of anonymous citizens and referents. This initial work will make it possible to establish awareness-raising, activation and involvement methodologies based on listening, dialogue, deliberation and entrepreneurship, on equal terms.

The challenges contemplated in an engaged research project require information sharing and prior training, for a better understanding and integration in the processes of analysis, diagnosis and decision-making.

RECOMMENDATION 7. Integrate research, learning and action into a *UniverCity Engagement Strategy*.

The *Engaged Research Strategy* must be integrated in a more holistic and interdependent perspective, which includes, together with research activity, teaching-learning processes and social impact actions. All of this can be brought together in a *UniverCity Engagement Strategy*. This strategy investigates the needs, demands, priorities and interests of the people who live in and move around the city, as well as those who make up the university community. It welcomes the learning processes of both the university community and the citizens, both anonymous and referent, around new knowledge, competences and values.

In this way, the actions to be developed achieve a greater incidence and impact on the city, territory or community. The research and knowledge generation processes are complemented with the teaching and learning processes, achieving greater efficiency and effectiveness.

In the same way that the strategy designed and elaborated within the walls of the university is intertwined with the strategies arising from institutions, companies and non-profit organisations, as well as with the agendas of anonymous citizens, in a *UniverCity Engagement Strategy*, with a shared roadmap.

RECOMMENDATION 8. Encourage the consolidation of an *Ecosystem of Transformative Innovation* in the city, territory and/or community, based on the *UniverCity Engagement Strategy* and existing ecosystems.

Both the initial *Engaged Research Strategy* and the *UniverCity Engagement Strategy*, resulting from the integration with teaching-learning and action-incidence, must focus the extensive list of ongoing projects towards the configuration of an *Ecosystem of Transformative Innovation* in the city, territory and/or community in which it acts.

A fine work of convergence of specialised research projects from different areas of knowledge, with greater or lesser links with their environment, towards a shared *Engaged Research Strategy* is initiated. And, based on this, a progressive approximation is made with the teaching-learning processes and transfer actions. The result, the fruit of integration, will be a *UniverCity Engagement Strategy*.

In parallel, the engaged research projects, on the one hand, and the teaching-learning processes, on the other, are establishing dialogues, bilaterally or within the framework of the existing specialised ecosystems, with the institutions, companies, social entities and anonymous citizens present in their areas of action. From this point onwards, to advance in the configuration

of an *Ecosystem of Transformative Innovation* in which to take advantage of the strength of transversality and cross-sectoriality, while optimising the always limited resources available. This ecosystem will be the result of the progressive integration of previously existing specialised ecosystems.

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