



**Mondragon
Unibertsitatea**

**Faculty of Humanities
and Education Sciences**



ANNUAL REPORT

2022-2023



www.mondragon.edu/huhezi



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INTRO- DUCTION AND HIS- TORICAL

**INTRODUCTION AND
HISTORICAL REVIEW**

This report is a summary of the 2022-2023 academic year. What we do and, especially, how we do it cannot be fully recorded in this report, but we know that this is our main contribution. Every day, in every action, in every word and every sound, we who make up the Faculty of Humanities and Education Sciences (Humanitate eta Hezkuntza Zientzien Fakultatea, HUHEZI) of Mondragon University show our passion, our involvement and our commitment, with our students and in schools, cooperatives and organizations, as well as in our own setting, ultimately, to influence society. Therefore, first and foremost, congratulations and thank you to all members of HUHEZI!

Turning now to the summary, the following includes the most significant events of the 2022-2023 academic year in various areas.

Regarding academics, in in-person undergraduate studies, we had a total of 1,086 students in Early Childhood Education, Primary Education, Audiovisual Communication and Global Digital Humanities. This year too, the opportunity to earn a second degree or qualification was offered in the Early Childhood Education and Primary Education degree programs, as was the option of completing the entire degree online. We had a total of 239 students studying in the hybrid format.

UNDERGRADUATE
STUDENTS IN ALL
MODALITIES

1.086

HYBRID
LEARNING
STUDENTS

239

Regarding our Master's degrees, in the 2022-2023 academic year, we had 220 students in the four Master's programs offered by the Faculty of Humanities and Education Sciences. This year, we launched a new Master's degree program in Teacher Training in Gastronomy, in conjunction with the Basque Culinary Center. Additionally, this was our 14th year offering our Master's degree program in Teacher Training for Compulsory Secondary Education, High School, Vocational Training and Language Teaching, which is offered in both the dual and hybrid formats. In collaboration with TeamLabs, we completed work on our Master's degree program in Learning Facilitation and Innovation (LIT), as well as on our Master's degree program in Cooperative Enterprise and Social Business Management (MCOOP), also now in its 3rd year.

In continuing education, in the 2022-2023 academic year, we offered 7 qualification programs, which were attended by 155 professionals. Furthermore, several of our programs were offered in collaboration with other entities such as OlatuKoop, the Mondragon Higher Polytechnic School, Enpresagintza, the Reimagine Education Lab or TeamLabs. Also noteworthy are the new diplomas we now offer: the specialist diploma in Pedagogy and Management for School Transformation, the expert diploma in Audiovisual Entrepreneurship and Innovation, and the expert diploma in Pedagogical Training for Vocational Education Teachers in Communication and Marketing (Conexão Mundo, Brazil).

We also offered short courses in an open format, in which a total of 61 students participated. In addition to these courses, we also responded to various training requests. We held a total of 71 training sessions related to cooperativism, with 1,318 participating students. Regarding education, we directed various training sessions requested by schools and organizations.

Turning now to our 3rd-cycle program, we are pleased to report that we offered basic research training within the doctoral program this year as well. In the 2022-2023 academic year, a total of 28 doctoral students were enrolled, and four dissertations were defended.

We made progress in student mobility; specifically, in the 2022-2023 academic year, 131 students went abroad and 78 went elsewhere in Spain. Looking at undergraduate curricular internships, a total of 1,250 were carried out during the 2022-2023 academic year, in schools, companies and organizations. Regarding incoming students, 26 foreign students joined our international programs.

In the area of research, the number of projects obtained by Faculty researchers in various competitive calls is noteworthy; these are calls from the European Commission, MINECO, the



Provincial Council of Gipuzkoa, the Basque Government, etc., in the areas of both education and cooperativism. In the 2022-2023 academic year, we published a total of 72 works, including 27 articles, 6 books and 9 book chapters published in high- and medium-impact journals or with high- and medium-impact publishing houses; 24 of these were released in Basque.

In transfer as well, we maintained the standards set in previous years, carrying out many projects in the 2023 academic year, 64, to be precise. These projects were carried out in the knowledge areas of education and cooperativism. In the area of education, we have contributed at all stages; that is, we have contributed to Early Childhood Education, Primary Education, Compulsory Secondary Education, Vocational Education and University-level education. Furthermore, in the field of Cooperative Development, projects were carried out in social innovation, cooperative education and social transformation, among other areas.

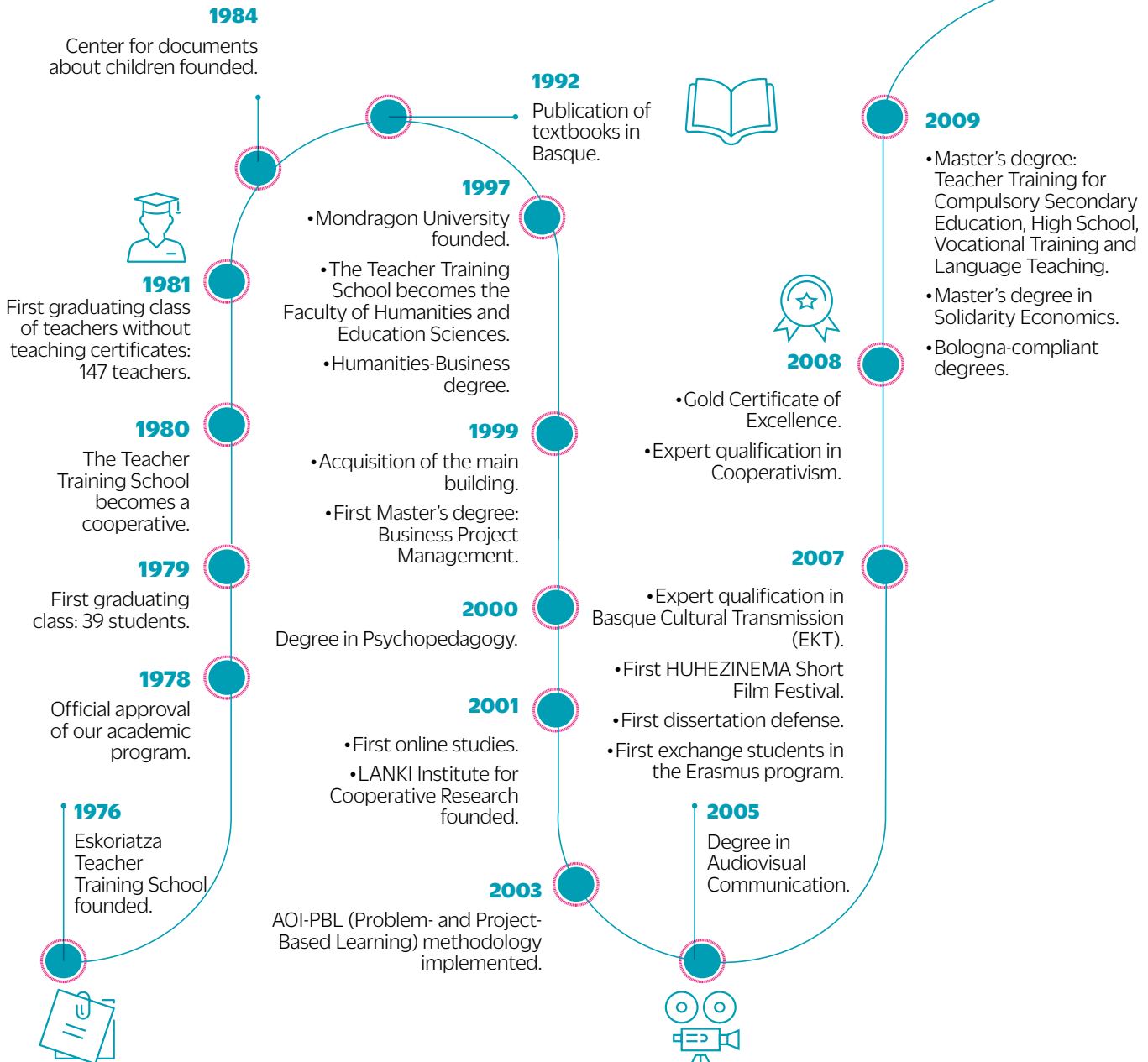
The purpose of the HUHEZI Cooperative Association is to guarantee the professional development of all of the people who make up our community. For this purpose, we have carried out the first phase of the framework for personal development, we have improved our orientation plan and now offer a training plan, we have maintained our strong offerings to encourage language skills, and finally, we have strengthened ad hoc requests for personal development. In order to make the Faculty of Humanities and Education Sciences a meaningful space, and considering students in particular, we have continued to promote university life. Thus, among other things, we have promoted cultural initiatives to create reflection and motivation about the Basque language, we organized the 16th annual Huhezinema Basque Short Film Festival, and we continue to provide considerable sports offerings.



HISTORICAL REVIEW

CHRONOLOGY

SIGNIFICANT DATES



2010

- Master's degree in Education in Multicultural and Multilingual Contexts (Ekomu).
- Master's degree in Development and Management of Methodological Didactic Innovation Projects in Educational Institutions (Berrimet).

2011

Expert qualification in Language Revival Strategies.

2012

Euspot, Basque Ad Competition



2013

- Inauguration of the Aretxabaleta campus.
- Doctoral program in Educational Innovation and Intervention.

2014

- Degrees in Education offered fully online.
- Master's degree in Social Economics and Cooperativism (MCOOP).

2019

- Master's degree in Learning Facilitation and Innovation (Lit).
- Master's degree in Teacher Training for Compulsory Secondary Education, High School, Vocational Training and Language Teaching offered in the hybrid format.
- Expert qualification in Innovation in City Planning.
- Specialist certification in Cooperative Education.

2018

KoLaborategia founded.

2017

Methodological innovation in the Early Childhood Education and Primary Education degree programs.

2016



40th anniversary of the Faculty.

2015

Methodological innovation in the degree program in Audiovisual Communication.

2020

- Inauguration of the Dorleta building.
- Degree in Global Digital Humanities (HDG).
- Master's degree in Cooperative Enterprise and Social Business Management (MCOOP).
- Specialist diploma in Chief Learning Officer.
- Specialist diploma in New Roles for Learning in Education.
- Expert qualification in Pedagogical Training for Vocational Education Teachers in Gastronomy and Hospitality (as part of the Brazilian Conexão Mundo program)
- Expert qualification in Pedagogical Training for Vocational Education Teachers in the areas of the Environment, Sustainability and Energy (as part of the Brazilian Conexão Mundo program)

2021

- Psychological Care Service (APZ)
- Model for People Development (PGE)
- Inauguration of the AS Fabrik campus

2022

- Teacher Training in Gastronomy
- Specialisation Diploma in Pedagogy and Management of School Transformation
- Diploma of Expert in Audiovisual Entrepreneurship and Innovation
- Expert certification in pedagogical training for Vocational Training teachers in marketing and communication (Conexão Mundo. Brasil)

ACADEMIC REPORT



UNDERGRADUATE DEGREES

During the 2022-2023 academic year, we undertook the following projects in our four undergraduate degree programs:

- In the Early Childhood Education and Primary Education degree programs, we implemented new plans of study at all four levels. In the shared school-community project, we implemented an alternance model in the fourth year of study in both degree programs. This involved a total of 130 students and 62 schools.
- In the Audiovisual Communication degree program, we implemented a new plan of study for the fourth year of study, with two tracks: Audiovisual Creation and Digital Communication, the latter offered in the DUAL format.
- In the Global Digital Humanities (GDH) degree program, we implemented our third year of study. Additionally, our students did internships in various organizations and companies.

Looking now at the numbers, in the 2022-2023 academic year, counting all different formats of study, we had a total of 1,325 undergraduate students in degree programs in the Faculty of Humanities and Education Sciences. Of these, 426 were incoming first-year students. Our students had the following distribution:

All degree programs	1,325 students 864 women 461 men
Early Childhood Education	347
Primary Education	737
Audiovisual Communication	182
Global Digital Humanities - GDH	59

Regarding undergraduate curricular internships, a total of 1,250 internships were completed during the 2022-2023 academic year, in schools, companies and other organizations. Of these, 130 were carried out under the alternance model and 10 under the DUAL model. Our students also completed a total of 78 extracurricular internships this year.

Regarding our mobility program, we returned, in the 2022-2023 academic year, to our pre-pandemic numbers. A total of 209 students participated in our mobility program: 131 students went abroad and 78 students went elsewhere in Spain. Regarding incoming students, 26 foreign students took part in our international programs.

Regarding orientation events for new students, this academic year, open houses for our four degree programs were held on the Aretxabaleta, Eskoriatza and Bilbao campuses as in-person events. We had a total of 1,059 participants. Additionally, 588 students took part in the admissions tests we offered.

Various events associated with our degree programs were also carried out; for example, the Huhezinema Basque Short Film Festival, the Euspot Basque Ad Competition, the distribution of graduation photos for graduates, and other public events.

MASTER'S DEGREES

In the 2022-2023 academic year, we had a total of 220 students in the four Master's programs offered by the Faculty of Humanities and Education Sciences. Regarding gender, 117 of those students were women and 103 were men.

In the 2022-2023 academic year, we offered four Master's degree programs:

- Teacher Training in Gastronomy (1st year available)
- Teacher Training for Compulsory Secondary Education, High School, Vocational Training and Language Teaching (14th year available)
- Cooperative Enterprise and Social Business Management (3rd year available)
- Learning Facilitation and Innovation (4th year available)

All Master's degree programs	220 students 117 women 103 men
Teacher Training in Gastronomy	18 students
Teacher Training for Compulsory Secondary Education, High School, Vocational Training and Language Teaching	176 students
Cooperative Enterprise and Social Business Management - MCOOP	18 students
Learning Facilitation and Innovation - LIT	8 students



POSTGRADUATE STUDIES: EXPERT QUALIFICATIONS AND SPECIALIST DIPLOMAS

This year, the Faculty offered seven postgraduate certifications aimed at professionals:

- Expert diploma in Cooperativism (15th year available)
- KoopFabrika: Expert diploma in Cooperative Social Entrepreneurship and the Social Economy (7th year available)
- Expert diploma in Cooperative Education (as part of the Brazilian Conexão Mundo program) (3rd year available)
- Expert diploma in Pedagogical Training for Vocational Education Teachers in Communication and Marketing (as part of the Brazilian Conexão Mundo program) (1st year available)
- Expert diploma in Pedagogical Training for Vocational Education Teachers in the areas of the Environment, Sustainability, and Energy (as part of the Brazilian Conexão Mundo program) (2nd year available)
- Specialist diploma in Pedagogy and Management for School Transformation (1st year available)
- Expert diploma in Audiovisual Entrepreneurship and Innovation (1st year available).

Some of these postgraduate programs were implemented in collaboration with other entities. Thus, Mondragon University Faculties worked together on the expert certifications in Pedagogical Training for Vocational Education Teachers; the Mondragon Higher Polytechnic School collaborated in the qualification in the Environment, Sustainability, and Energy; Communication and Marketing was implemented in collaboration with Enpresagintza; and the KoopFabrika certification, in collaboration with OlatuKoop.

Postgraduate studies: expert qualifications and specialist diplomas	155 students 82 women 73 men
Expert diploma in Cooperativism	25 students
KoopFabrika: Expert diploma in Cooperative Social Entrepreneurship and Social Economics	42 students
Expert diploma in Cooperative Education	20 students
Expert diploma in Pedagogical Training for Vocational Education Teachers in Communication and Marketing	15 students
Expert diploma in Pedagogical Training for Vocational Education Teachers in the areas of the Environment, Sustainability, and Energy	15 students
Specialist diploma in Pedagogy and Management for School Transformation	25 students
Expert diploma in Audiovisual Entrepreneurship and Innovation	11 students

CONTINUING EDUCATION

In the 2022-2023 academic year, the Faculty of Humanities and Education Sciences offered training in the knowledge areas of cooperativism, educational innovation and communication.

The LANKI Institute of Cooperative Studies provided cooperative training to various cooperative agents: to new members, to social bodies that were new members, and to members/worker groups of several cooperatives. In the 2022-2023 academic year, training was provided to the following cooperatives: Ampo, Athlon, Arabarren, Fagor Arrasate, LKS Next, Sistema Cooperativista Brasileiro (OCB), Eika, Dikar, and Gomiztegi, as well as to the members of social groups of various cooperatives. In total, we provided 71 training sessions and had a total of 1,318 participants.

With respect to education, several short courses were offered, and we led several training sessions requested by schools and other organizations. In the short courses, we had 61 students. There were three courses: «Dynamization strategies to practice children's social skills», «Experience through co-teaching in the classroom», «The teacher's role as facilitator and project design» and «Student exit profiles as a basis for transforming education».

RESEARCH AND TRANSFER

In the 2022-2023 academic year, we worked on 25 research projects and 64 transfer initiatives. This section describes the most notable initiatives.



RESEARCH

The research activity of the 2022-2023 academic year falls in the fields of education, communication, cooperativism, and the humanities. In these areas of work, the following lines were predominant:

- Languages and cultures in school and society
- Social sciences, challenges and gaps
- STEM and digitalization
- Educational processes
- Cooperativism
- The humanities and social innovation

The following is a list of the most noteworthy research of the 2022-2023 academic year stemming from competitive calls and agreements:

Project	Organization	Description
EU4DUAL - European University Alliance for Cooperative Education	European Union	Research on the topic, within the EU4DUAL European alliance, which is based on dual education.
Personalised digital learning paths to foster social-cooperative entrepreneurship (MyDigiCoop)	European Union	Aims to enrich the skills and tools of university professionals to promote student cooperative social entrepreneurship.
Unfolding Collaborative Online International Learning Didactics (UCOILD)	European Union	Aims to promote other internationalization experiences for undergraduate students.
Engagement of Non-Traditional Students in Professional Higher Education - InclusiPHE	European Union	Aims to help the university environment become more inclusive through interventions that encourage the participation of all students.
The potential of area-specific literacy to encourage deeper learning in Secondary Education within the Pluriliteracies Teaching for Learning framework (PID2019-111655RA-I00) (ALPHA)	Spanish Ministry of Education	Aims to encourage deep learning in students in Compulsory Secondary Education by influencing literacy in the field.
#FP21. Challenge-based learning for an open Industry 4.0	Spanish Ministry of Education	Aims to promote initiatives based on learning through challenges in vocational training centers.
Are young teachers in training agents of the Basque language? In what way?	Basque Government	This project examines the role of future teachers in the promotion of the Basque language.
The effects of cooperative education and training on cooperative members and their businesses	Higher Council of Cooperatives of the Basque Country (Euskadiko Kooperatiben Goren Kontseilua, EKGK)	The aim of this project is to analyze the effects of cooperative education and training on members and cooperatives.
Arantzazulab research: democracy	Arantzazu Gaur Foundation	As part of a reflection on society, this project deepens the conceptualization of democracy.

Project	Organization	Description
Experimenting with TikTok as a tool for word games in Basque	Provincial Council of Gipuzkoa	The main goal is to promote the oral use of Basque and, for this purpose, experimenting with TikTok word games is encouraged.
Bergara Public Project and the plan for working on social transformation	Provincial Council of Gipuzkoa	Aims to establish the Bergara Public Project in order to promote social transformation.
MONDRAGON STEM HUB II: expanding the HUB network to work on STEM vocations and knowledge	Provincial Council of Gipuzkoa	This project aims to promote STEM vocations and knowledge among young people by expanding the HUB network.
STEMotiv: sparking student STEM motivation through artificial intelligence and data intelligence to promote future quality employment for Gipuzkoan students	Provincial Council of Gipuzkoa	The main goal of this project is to spark student STEM motivation through the use of artificial intelligence and data intelligence.
LanHezi: the creation of knowledge through cooperation between companies and Vocational Education schools to influence the socioeconomic ecosystem of Gipuzkoa and the quality of future employment II	Provincial Council of Gipuzkoa	Starting with identifying the needs of companies and schools, this project aims to develop the skills of people, students and employees by establishing a framework for personal development and by constructing and advancing culture.
ENPLEGATZEN: a program and the «GipuzkoHarrok» competition to strengthen the employability of future workers	Provincial Council of Gipuzkoa	The main objective of this project is to design, carry out and evaluate a program and a competition to strengthen the employability of future workers.
The responsible person in the cooperative enterprise II: the development of organizational factors	Provincial Council of Gipuzkoa	Through a research action plan, this project aims to promote intervention proposals to develop a widespread culture of responsibility in cooperatives.
Territorial cooperation, intercooperation and sustainable development: research on the cases of the FAGOR GROUP and MONDRAGON	Provincial Council of Gipuzkoa	This research aims to analyze the work done by the FAGOR group and Mondragon to promote territorial cooperation, intercooperation and sustainable development.



TRANSFER AND CONSULTANCY

Regarding transfer and consultancy projects, we carried out 64 projects in the Faculty, in the knowledge areas of education, cooperativism and social innovation.

In the area of education, we have contributed at all stages; that is, we have contributed to Early Childhood Education, Primary Education, Compulsory Secondary Education, Vocational Education and University-level education. The consultancy and transfer projects were based on educational innovation and we addressed a wide range of issues: teaching-learning methodologies, digital transformation, integrated language treatment, deep learning, participation, co-education, assessment and competency frameworks, among other things. Furthermore, moving beyond schools, we addressed the relationship between education and the community in various transfer initiatives.

In the area of cooperative development, we carried out numerous transfer initiatives: consulting in the field of social innovation, design and implementation of cooperative training for cooperatives, the process of reflection on social transformation in cooperative companies, and cooperative training for new members and social bodies. It is also worth mentioning the work we have done in relation to sustainable development goals and social-cooperative entrepreneurship.

The following are some of our noteworthy consultancy and transfer initiatives related to educational innovation and cooperativism:

Project	Organization	Description
2022/2023 digital plans of Vocational Education schools	Tknika	A transfer initiative to develop digital plans in Tknika schools.
Regional Cooperative School: training and creating tools to promote local cooperative ecosystems	OlatuKoop	Development within the Regional Cooperative School of key elements to launch cooperative ecosystems.
Reflective training for the teaching personnel of the Association of the Friends of Bertsolaritza based on the analysis of classroom practices. Alava-Biscay-Gipuzkoa (3rd academic year)	Association of the Friends of Bertsolaritza	A process for the development of teachers of improvised verse, based on reflective classroom practice.
Research on the shared diagnosis carried out with Arrasate educational agents in formal and non-formal education	City Council of Arrasate	The process of completing a shared diagnosis of the situation of the city with agents in formal and non-formal education.
Analysis of the profile of Mondragon Higher Polytechnic School Master's students	Mondragon Higher Polytechnic School	Analysis of the profile of Master's students and definition of strategies to promote that profile.
The sociolinguistic history of Basque in Deba: education	City Council of Deba	The process of determining the sociolinguistic history of Basque in Deba, focusing on education.
Working on language in different fields	Sansomendi	The process of determining how to work on language in different fields.

Project	Organization	Description
Constructing one's own framework for the design, implementation and evaluation of learning contexts and proposals, focusing on communication skills	Urgain, Errekalde, Oñati	The process of constructing the school's own framework.
Working on spoken language in all areas	Ikasbidea, Durana	Training on how to work on spoken language in all areas.
Project for the development of a co-responsibility strengthening process by networking the educational community of Erreterria	City Council of Erreterria	A process for strengthening the co-responsibility of the educational community of Erreterria.
2022 consultancy service for the project to develop the "Networking the Educational Community of Ordizia" process	City Council of Ordizia	An initiative to promote the responsible networking of the educational community of Ordizia.
The process of developing a shared diagnosis of education in Durango	City Council of Durango	The process of arriving at an agreed upon diagnosis of education in Durango.
Implementation of the Personal Learning Environment (PLE) as a methodology in Transformative Education Projects	Paz y Solidaridad Navarra Foundation	Development of keys to help implement the PLE methodology in transformative education projects.
Basque and Interculturality in Vital Spaces	UEMA	Development of keys to promote the Basque language in vital spaces, taking interculturality into account.
Mintzola project	Basque Government	The process of promoting the standardization and use of the Basque language.
Reading the curriculum from a STEAM perspective (2022-2023)	Innobasque	An analysis of the curriculum from a STEAM perspective.
Co-teaching: basic aspects and features (2022-2023)	Association of Basque Schools (Euskal Herriko Ikastolen Elkarte, EHI)	The process of addressing the basic aspects and features of co-teaching.
Design and implementation of the School Language Project (2022/2023)	Christian School	Work on designing and carrying out Language Projects in schools.
Interdisciplinary projects in Primary Education: bases and methodological choices (2022-2023)	Christian School	The process of addressing the necessary bases and methodological choices to develop interdisciplinary projects in Primary Education.
Foundations and methodology for working on language in different fields (2022-2023)	Christian School	The process of creating the foundations and methodology for working on language in different fields.
Interdisciplinary projects in Compulsory Secondary Education	Christian School	Establishing the foundations for developing interdisciplinary projects in Compulsory Secondary Education.
The use of the Basque language and interculturality in the educational community of Zaldibia	City Council of Zaldibia	The process of promoting the use of Basque in the educational field, taking interculturality into account.
The Basque language and interculturality in Zestoa	City Council of Zestoa	Development of keys to promote Basque in intercultural contexts.

Project	Organization	Description
Design, implementation and monitoring of education and language projects	Larrun High School	Development of methodologies to promote oral skills.
Strategies for understanding and studying learning objects (2022-2023)	Iñigo Aritza School	Development of strategies for understanding and studying learning objects.
Changing assessment to influence learning (2022-2023)	Ikasgiltza	The process of transforming assessment to influence learning.
Strengthening educational and cooperative development ties between the Evolution Institute and MONDRAGON	Evolution Institute	Initiatives to promote the cooperative nature and culture.
Project to develop the process of «Networking the Educational Community of Ordizia»	City Council of Ordizia	An initiative to promote the responsible networking of the educational community of Ordizia.
Basque and interculturality in Zestoa	City Council of Zestoa	An initiative to promote the Basque language and interculturality.
The use of Basque and interculturality in the educational community of Zaldibia	Lardizabal Public School	An initiative to promote the Basque language and interculturality.
Interdisciplinary projects in Primary Education and Compulsory Secondary Education. La Inmaculada	La Inmaculada	An initiative to focus on interdisciplinary projects in Primary Education and Compulsory Secondary Education.
Conduct research and present results on reward systems that share organizational performance with employees through employee ownership, profit sharing, or related plans (2022-2023)	Saint Mary's University	Conclusions and dissemination of research on payment systems in institutions with a shared organization.
Chatterbox. Methodological development to improve oral skills	Sociolinguistics Cluster	A transfer initiative that seeks methodological development to promote oral competence.
Project to put care at the center of life	Alboan Foundation	Working to put care at the center of life.

PUBLICATIONS AND OUTREACH

In the 2022-2023 academic year, we published a total of 72 works, including 27 articles and 6 book chapters published in high- and medium-impact journals or with high- and medium-impact publishing houses. A third of our publications were released in Basque.

Scientific publications	72
Scientific articles	27
JCR, SJR, CiteScore, CIRC A or B, CARHUS+ A or B	19
CIRC C or D, CARHUS+, INRECS, LATINDEX, MIAR...	7
Other	1
Books	6
Book chapters	9
SPI	6

Scientific publications	72
Conference presentations	18
Conference proceedings (published)	4
Unpublished	14
Outreach publications	2
Other publications	2
Dissertations	4
Dissertation abstracts	4
Publications in Basque	24
In MU's eBiltegian digital repository	27
Related to the Sustainable Development Goals	20

In addition to publications, this academic year, we organized 29 events related to research projects. We also held 10 training seminars on research through the academic year.

THE THIRD CYCLE: DOCTORAL PROGRAMS

In the 2022-2023 academic year, 28 students were enrolled in the Educational Innovation and Intervention doctoral program that we offer in conjunction with the University of Vic - Central University of Catalonia (UVic-CUC). Of these students, four completed additional research training as part of their doctoral program.

Additionally, it is worth noting that we have modified the regulations of the doctoral program to allow industrial doctorates. Today, after signing the agreement between their institutions and the university, two doctoral students are working on dissertations related to the project they carried out at their institution.

In addition, this academic year, the 10th meeting of the doctoral program took place in Vic. At this gathering, the challenge of internationalizing doctoral dissertations was discussed.

Last but not least, we would like to note that four doctoral students defended their dissertations in the 2022-2023 academic year, one of them earning the international designation.



ECONOMIC AND FINANCIAL SITUATION

**ECONOMIC AND
FINANCIAL SITUATION**



Turning now to our economic and financial situation, our revenue for the 2022-2023 academic year totaled 12,847,725.19 euros, and expenditures totaled 12,735,687.30 euros. Thus, we ended the year with a positive balance of 112,037.89 euros.

Investments of 163,668.50 euros were made during this academic year, and were devoted primarily to ordinary annual investments. Financing was provided from in-house funds.

Regarding the balance, the Balance Sheet of Assets and Liabilities showed a balance of 15,216,448.81 euros as of August 31, 2023.



ADMINIS- TRATIVE BODIES

**ADMINISTRATIVE
BODIES**



ORGANIZATIONAL STRUCTURE

DEAN: Nagore Ipiña

BOARD OF DIRECTORS

Nagore Ipiña: Dean of the Faculty

Aitziber Arregi: Academic Director

Iñaki Larrea: Director of Research and Transfer

Ainara Artetxe: Director of Educational Innovation

Goio Arana: Director of Communication

Ainara Udaondo: Director of the LANKI Institute of Cooperative Studies

Karmele Perez: Director of Professional Training

Ainhoa Leturiaga: Director of Administration and Finance

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Nekane Arratibel: Vice Chair

Nagore Iñurrategi: Secretary

MEMBERS:

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Igor Ortega

Miren Erdozia

Javier Marcos

Jose Ramon Zubizarreta

Urko Retegi

Julen Olaizola

Nora Garcia

Ane Urresti



FACULTY PERSO- NEL

**FACULTY
PERSONNEL**





None of this would be possible without the firm commitment of the following people, who are unfailingly involved in this project and participate actively in it:

- Aginaga Inza Itsaso
- Aguirre Garcia Nerea
- Alberdi Ruiz de Alegria Amaia
- Aldabaldetrekue Gonzalez de Txabarri Rita
- Alijostes Sanmiguel Amaieur
- Alonso Amezua Idurre
- Altuna Morcillo Saioa
- Alvarez Huerta Paula
- Amesti Urien Nerea
- Anton Ustaritz Eneko
- Apraiz Ansola M.Carmen
- Apraiz Larruzeta Itxaso
- Aramendia Echeverria Olatz
- Arana Arrieta Goio
- Arebitorre Landeta Eunate
- Arias Hermoso Roberto
- Aristi Narbaiza Jon
- Arratibel Insausti Nekane
- Arregi Landa Itziar
- Arregui Iribecampos Aitziber
- Arregui Murguiondo Xabier
- Arrese Errasti Gotzone
- Arriaran Olalde Iñigo
- Arroyo Sagasta Amaia
- Arteta Elguezua Joseba
- Artetxe Aranaz Ainara
- Astigarraga Agirre Idoia
- Azcarraga-Urizar Ugarte Itziar
- Azkarate Iturbe Oxel
- Azkue Lete Iker
- Azpeitia Eizaguirre Agurtzane
- Azpitarte Astobiza Amaia
- Barandiaran Arteaga Alexander
- Barnes Julia Diana
- Barquin Lopez Maria Amelia
- Bartolome Urquiola Julen
- Beitia Sasiain Loredi
- Belategi Unzueta Onintza
- Bergara Eguren Jokin
- Biain Bidarte Amaia
- Bikuña Munduate Miren Agurtzane
- Bilbao Eraña Ainara
- Bonilla Bermejo Maria Del Carmen
- Caballero Ramirez Izaskun
- Cabezón Virto Marina
- Cancio Orueta Leire
- Carmona Igartua Unai
- Carpintero Martin Ana Belen
- De La Iglesia Gamboa Egoitz
- Echaburu Osa Mikel
- Egaña Osa Jose Maria
- Egizabal Ollokiegi Diego
- Eizaguirre Eizaguirre Andoni
- Elkoro de Tena Maite
- Elortegi Garcia Naroa
- Elorza Gogenola Eztizen
- Elustondo Astigarraga Izar
- Escandon Lucea Eunate
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