



Cross-border alliances and Transdisciplinary Research





- ❖ Introduction to SwissCore and IGLO
- ❖ Introduction to building strategy for impact: UAS4EUROPE
- ❖ Forming consortia: tools and tactics

- ❖ Understanding the changing EU R&I landscape
 - EU priorities shaping R&I and technology programmes
 - Cross-cutting initiatives
 - European Universities Initiative
 - European Research Area
 - European Innovation Agenda
 - EU strategic planning for next years



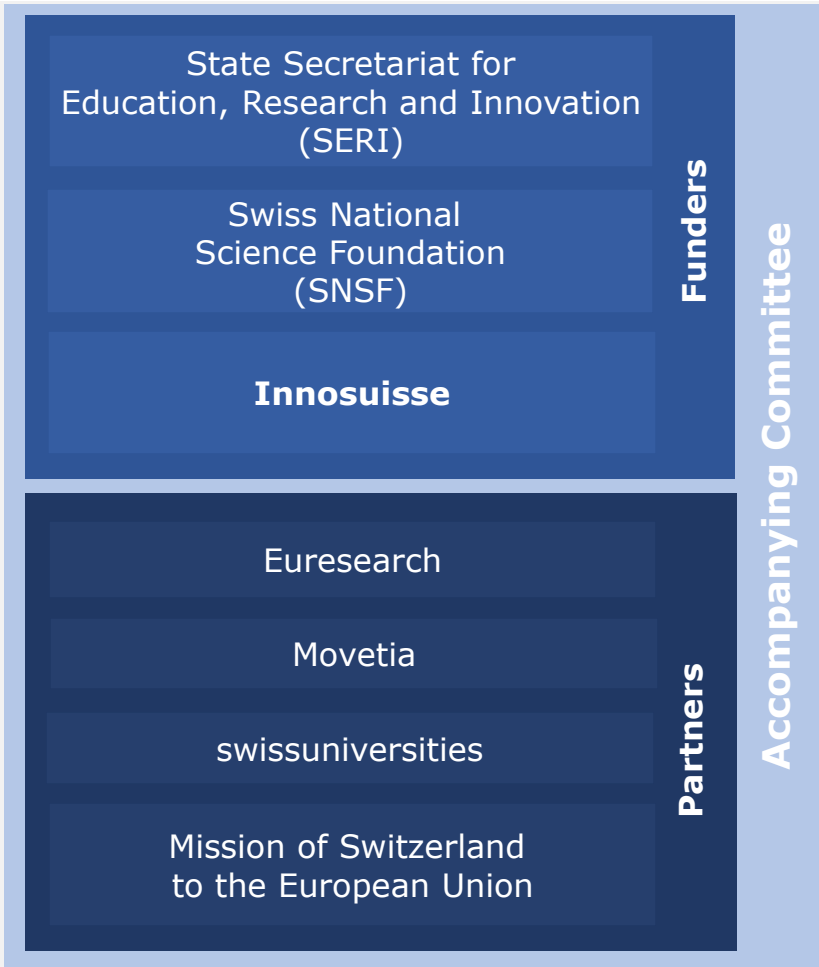


- ❖ SwissCore serves as the Contact Office for European Research, Innovation and Education for the Swiss knowledge landscape;
- ❖ Founded in 1995;
- ❖ Acting as a bridge between Swiss and European institutions and communities;
- ❖ Informing, liaising, supporting and promoting Switzerland's research, innovation, and education communities;
- ❖ Supporting participation in European knowledge programmes, especially in the EU Framework Programme for Research and Innovation





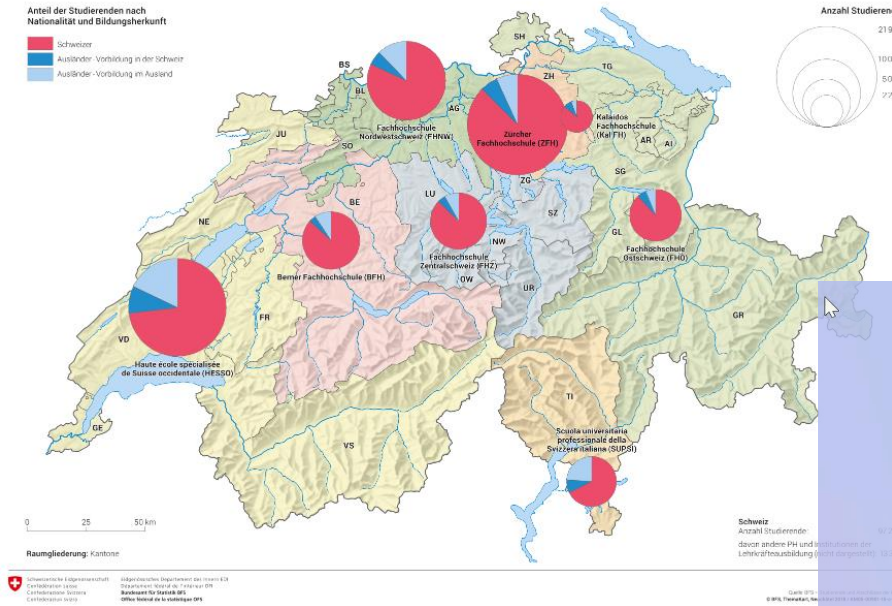
Funders and partners



Swiss R&I actors



Lage und Grösse der Fachhochschulen in der Schweiz, 2017





Informing stakeholders

- On developments in existing projects
- On developments in running programmes
- On developments in work programmes
- On developments in EU strategic planning
- On developments in EU policy and legislation

Supporting stakeholders

- Finding partners, linking with the Commission, finding information,
- **Lobbying**

Promoting stakeholders

- Visibility events, networking opportunities, success-stories

Liaising for stakeholders

- Brokering in case of issues (e.g. disputes on eligibility)





EU context

IGL
INFORMAL GROUP OF
RTD LIAISON OFFICES

SwissCore
Contact Office for European Research
Innovation and Education

EU Institutions
European Commission
European Parliament
Council of the European Union

Interest Groups
European Associations
Lobby Groups
Stakeholder Advisory Groups

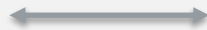
Mission of Switzerland
to the European Union





Partners in Brussels

Interest Groups



SNSF

swissuniversities

UniGE – UniZH

UniBE

ETHZ – EPFL

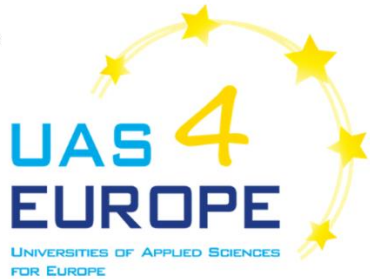
economiesuisse

swissuniversities

Académies suisses

CSEM – SIB





Vision:
Empowering Europe
to RISE
to global challenges

Purpose:
Strengthening and advocating for UAS as key actors
in European applied research & innovation

Mission:
We are the entry point for UAS to connect actors in applied research
and engage with European policymaking to unlock the innovation
potential of Europe's regions

Applied
Research /
Universities
of Applied
Sciences





Our founding members

Representing 600+ institutions in over 40 countries within and outside the European Higher Education Area

Representing 150 institutions in eight European countries through national Rectors' Conferences

Representing the 20 Bavarian UAS

Representing all 21 Austrian UAS

Representing all Swiss institutions of higher education, including 10 UAS

EURASHE

UASnet

disolved
since
31.12.2019

Hochschule Bayern

FHK

swissuniversities



swissuniversities



Our current members

Outgoing Chair

June 2021 – May 2022

swissuniversities

swissuniversities

Representing all
Swiss institutions of
higher education,
including 9 public
UAS

Current Chair

June 2022-May 2024



Vereniging Hogescholen

**Vereniging
Hogescholen**

Representing all
36 public - funded
UAS of the
Netherlands



EURASHE
European Association of Institutions in Higher Education

EURASHE

Representing
over 600
institutions in
European Higher
Education Area



**HOCHSCHULE
BAYERN**

**Hochschule
Bayern e.V.**

Representing
20 Bavarian
UAS



**Fachhochschul-
konferenz**

Representing all
21 Austrian UAS



**DANSKE
PROFESSIONS-
HØJSKOLER**

**Danske
Professionshøjskoler**

Representing all 8
UAS of Denmark



ARENE

ARENE

Representing
24 Finnish UAS



**Hochschulallianz
für den Mittelstand**

Anwendungsorientierte Hochschulen in Deutschland

**Hochschulallianz
für den
Mittelstand**

Representing
12 German UAS



HAW BW
Hochschulen
für Angewandte Wissenschaften
Baden-Württemberg

HAW BW

Representing
24 UAS in the
region of Baden-
Württemberg

Vice-chair/ Incoming Chair

June 2024-May 2026



Facts & Figures

Over 2,000,000 students

60,000+ research staff

More than 600 UAS
Across 24 countries

9 member associations



Organisational structure

UAS4EUROPE Governing Board

Meeting of the members' presidents.
Four times per year.
Comparable to a General Assembly, all major decisions are taken by this body.

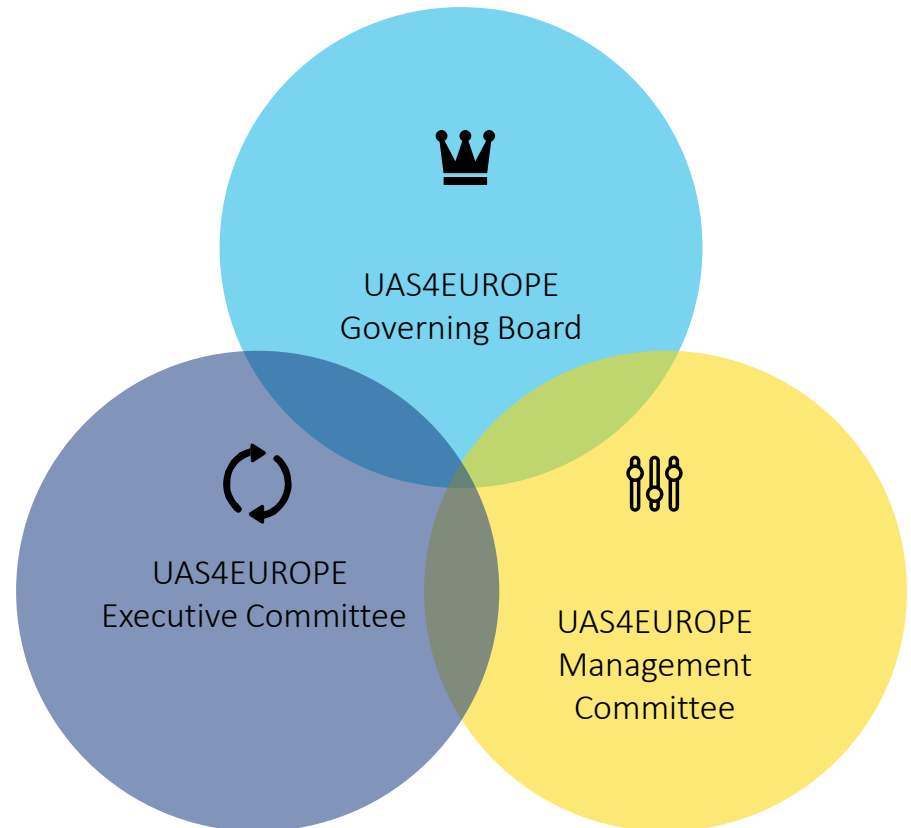
UAS4EUROPE Executive Committee

One of the members' presidents is representing UAS4EUROPE for a period of two years, assisted by a vice chair.

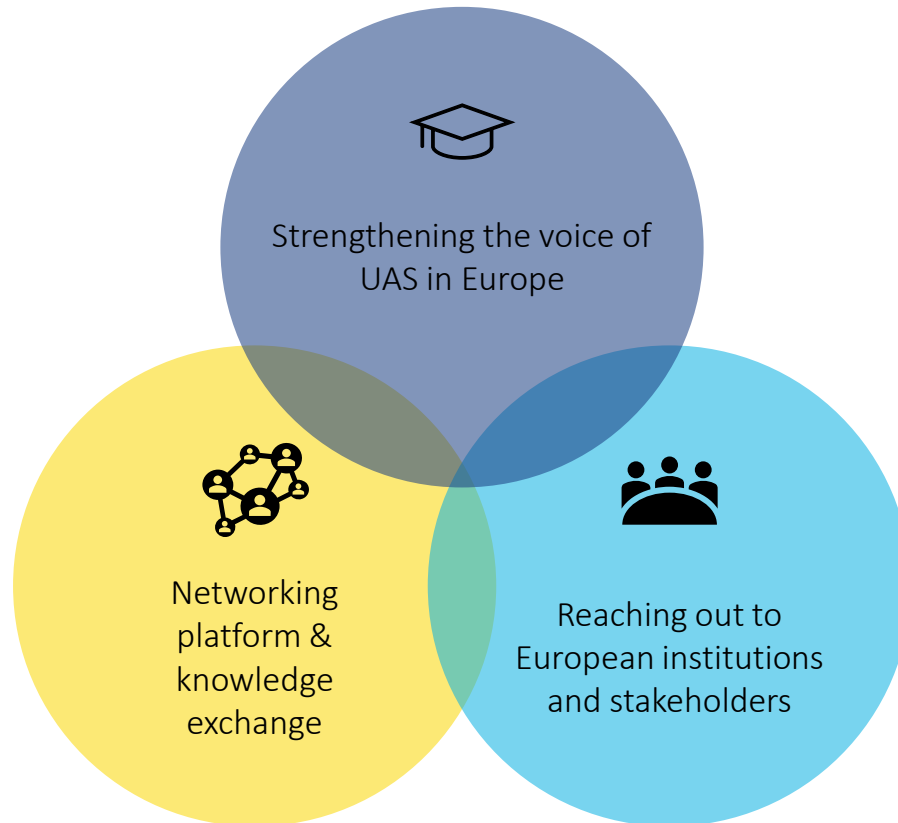
Chair: Prof. Marjolijn Brussaard (Vereniging Hogescholen)
Vice-chair: Prof. Heidi Fagerholm (ARENE)

UAS4EUROPE Management Committee

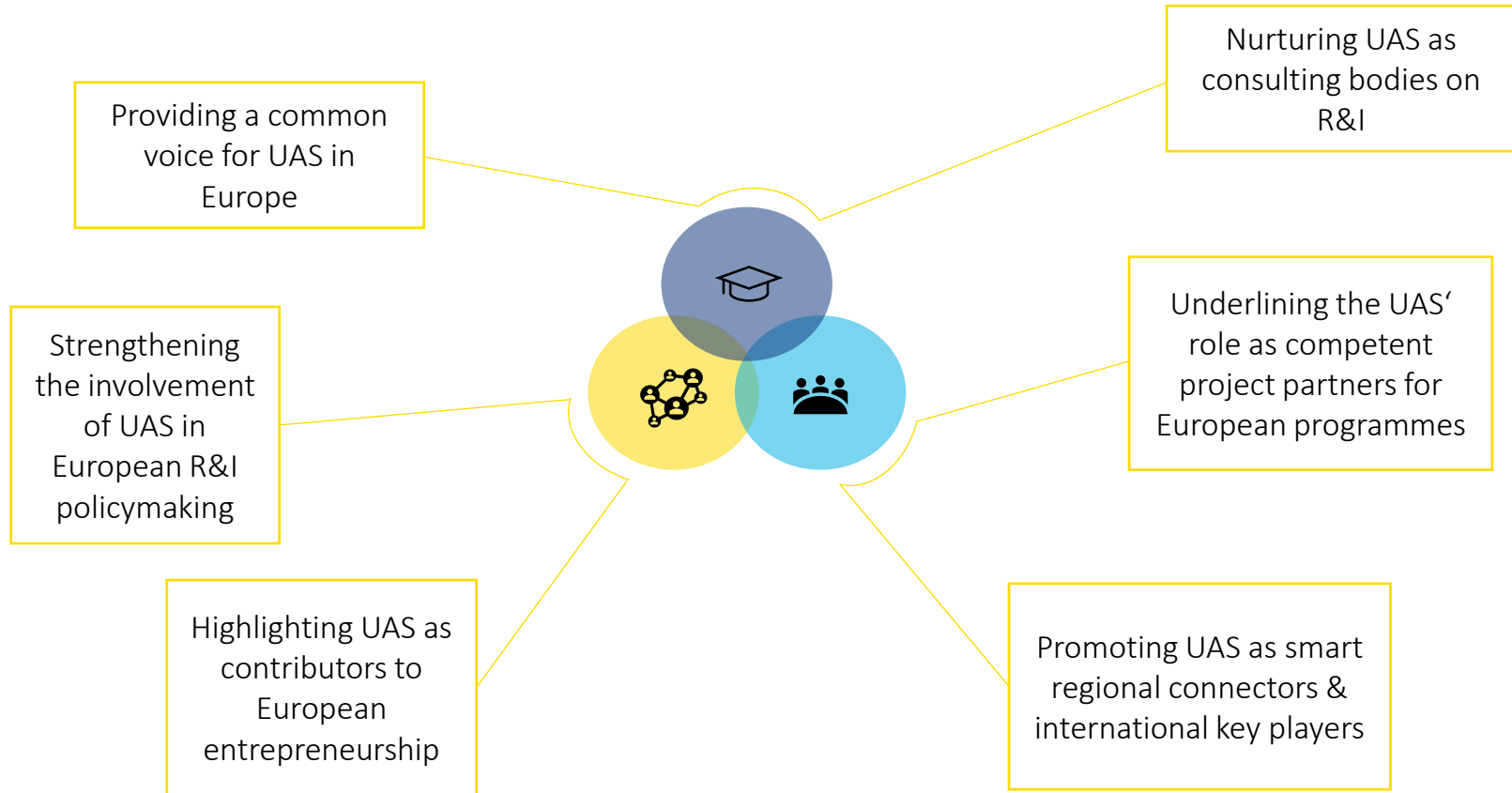
One or two persons from each member organisation are carrying out the daily operational business of UAS4EUROPE.



Our Actions – Promoting the UAS model



Our Goals/Objectives



Strategic interests for member associations and for member UAS

Influence

- Input to policy papers
- Representation in policy-making bodies:
ERA Forum,
EU Council Presidency
events,
expert groups,
consultations

Visibility

- Promoting the UAS model
at EU level
- Promoting UAS best
practices at EU level

Network

- Connecting to other
actors in applied research
- Connecting to EU policy-
makers

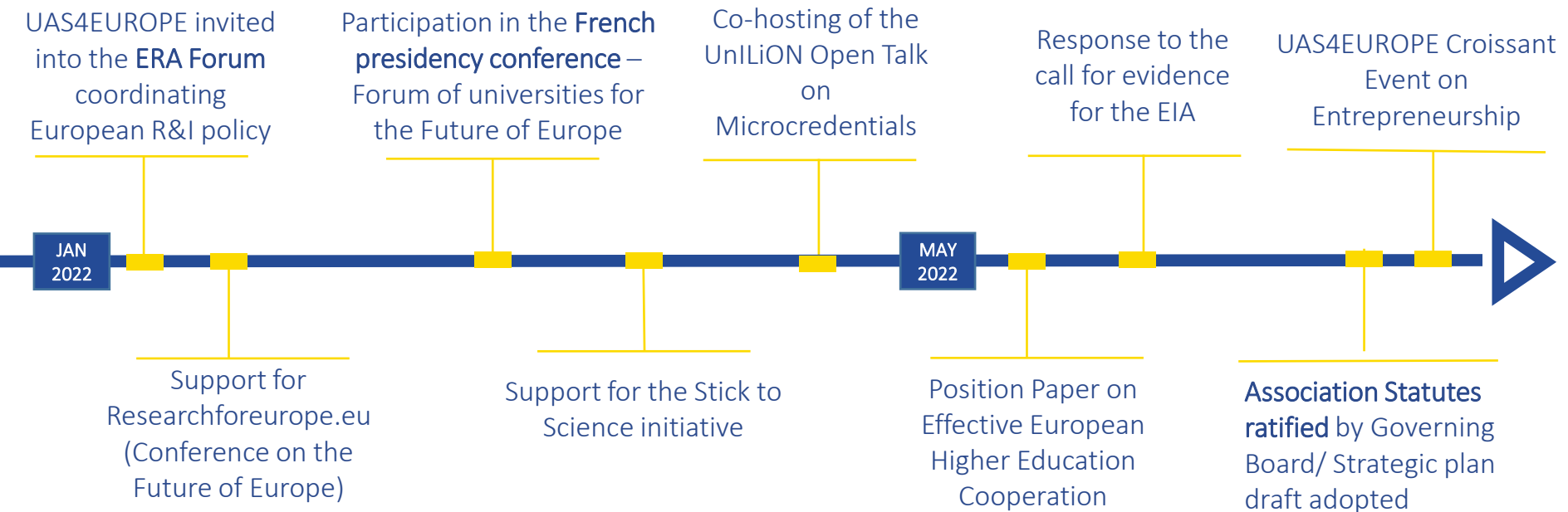


Swissuniversities presidency activities





Swissuniversities presidency report of activities





Swissuniversities presidency report of activities



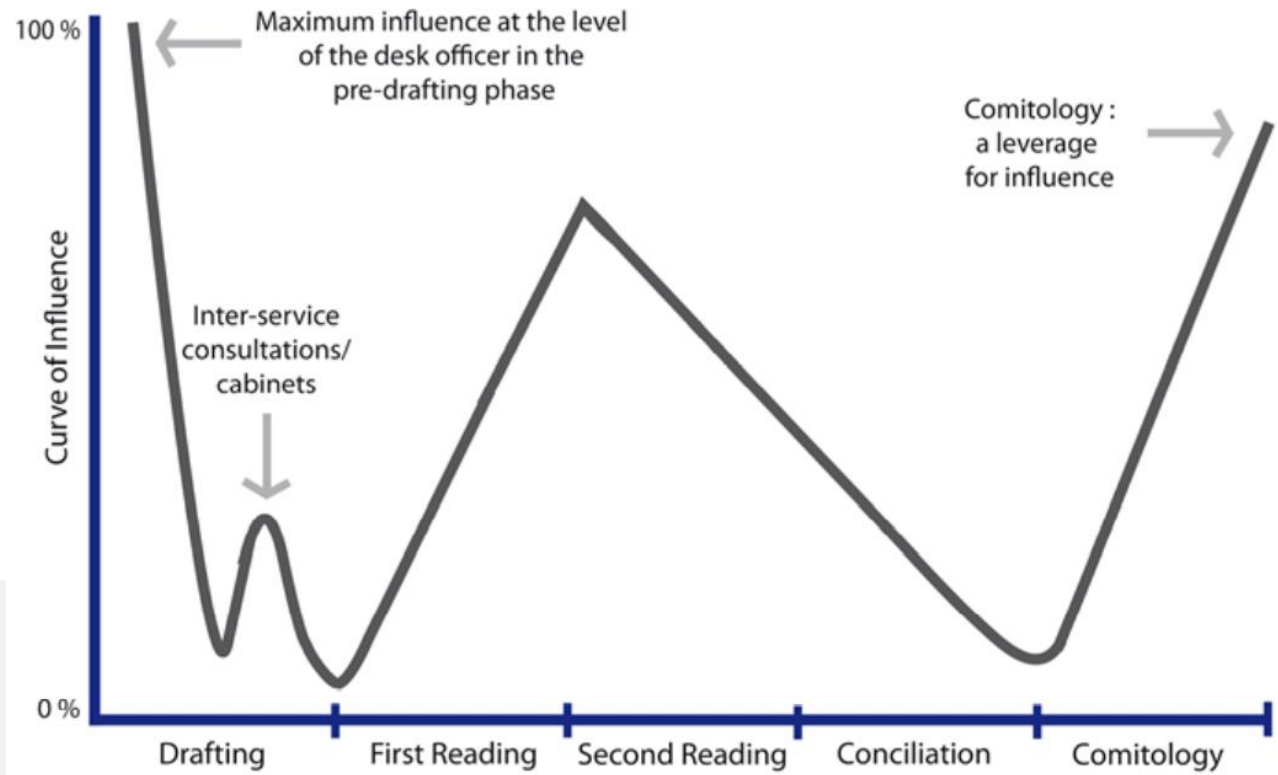
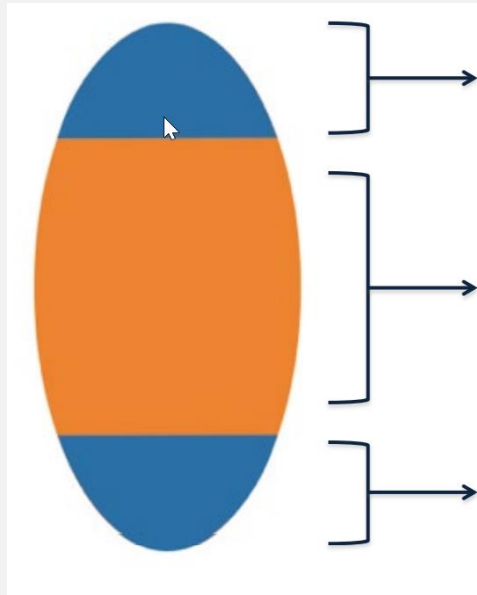
5) ERA Forum

- **Remark by the Secretariat:** It is very important for us to be vocal in the sector of higher education institutions because:
 - UAS4EUROPE is the only network representing applied research interests only
 - ERA Forum is the exchange platform between EC, MS and stakeholders with the objective to serve as the implementation vehicle for the ERA
 - Precedent for future expert group invites
- **Next steps:**
 - UAS4EUROPE nominated to represent University Sector for subgroups developing knowledge valorisation activities and technology deployment activities

Influence strategy



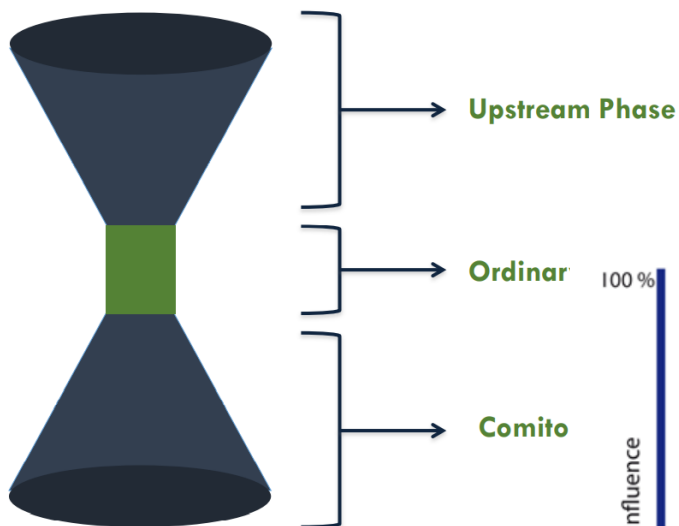
Pre-Lisbon Lobbying



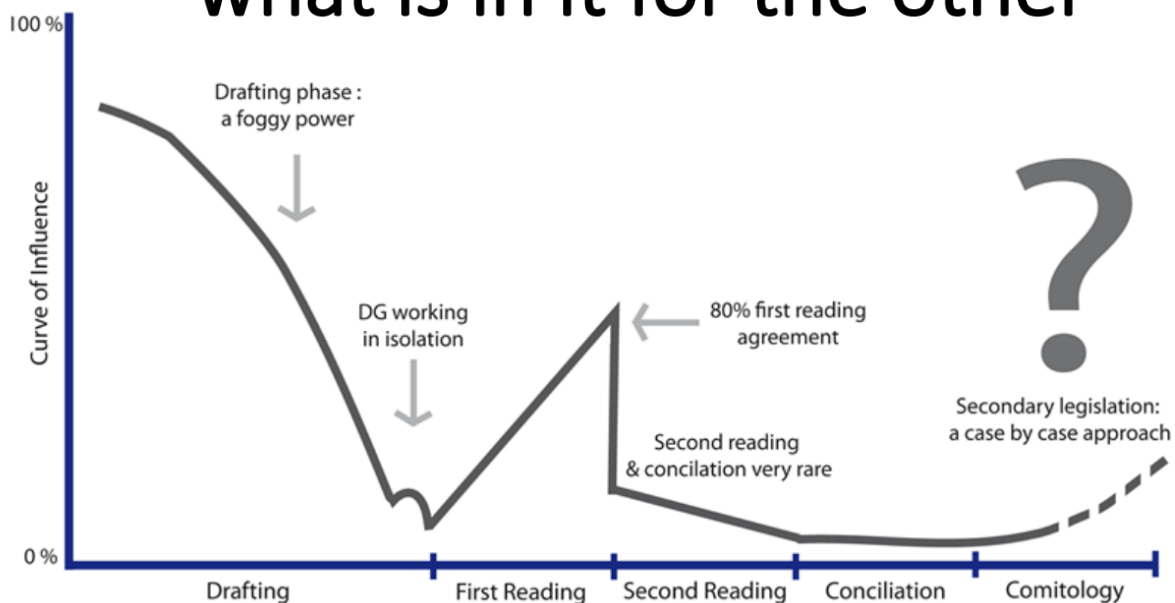


Influence strategy

Post-Lisbon Lobbying

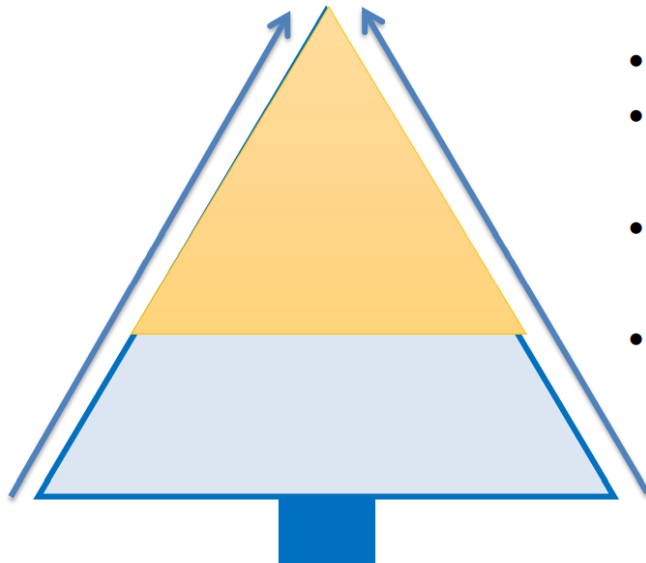


Lobbying is not about you but about understanding what is in it for the other





Influence strategy



- Working with experts
- Intervention at a very early stage
- Still possible to modify proposals
- Intervention is based on expertise

- ➔ CONCENTRATING ACTION ON 1 PRIORITY
- ➔ WORK VIA AN APPROPRIATE VEHICLE
- ➔ TRY TO CONVINCe IN A PROACTIVE SPIRIT
- ➔ CREDIBILITY IS THE MOST PRECIOUS GOOD
- ➔ DO NOT UNDERESTIMATE THE IMPORTANCE OF COMMUNICATION

- Position paper
- Draft amendment
- Face-to-face contact
- Round-table (transversal dialogue)
- Press releases
- Press conferences/events



Main actors in early phase

Formal processes:

- Internal discussion in COM
- Discussion with Advisory Groups
- Hearings of European Technology Platforms ETP's
- Public / Stakeholder consultations

EXPERT GROUPS

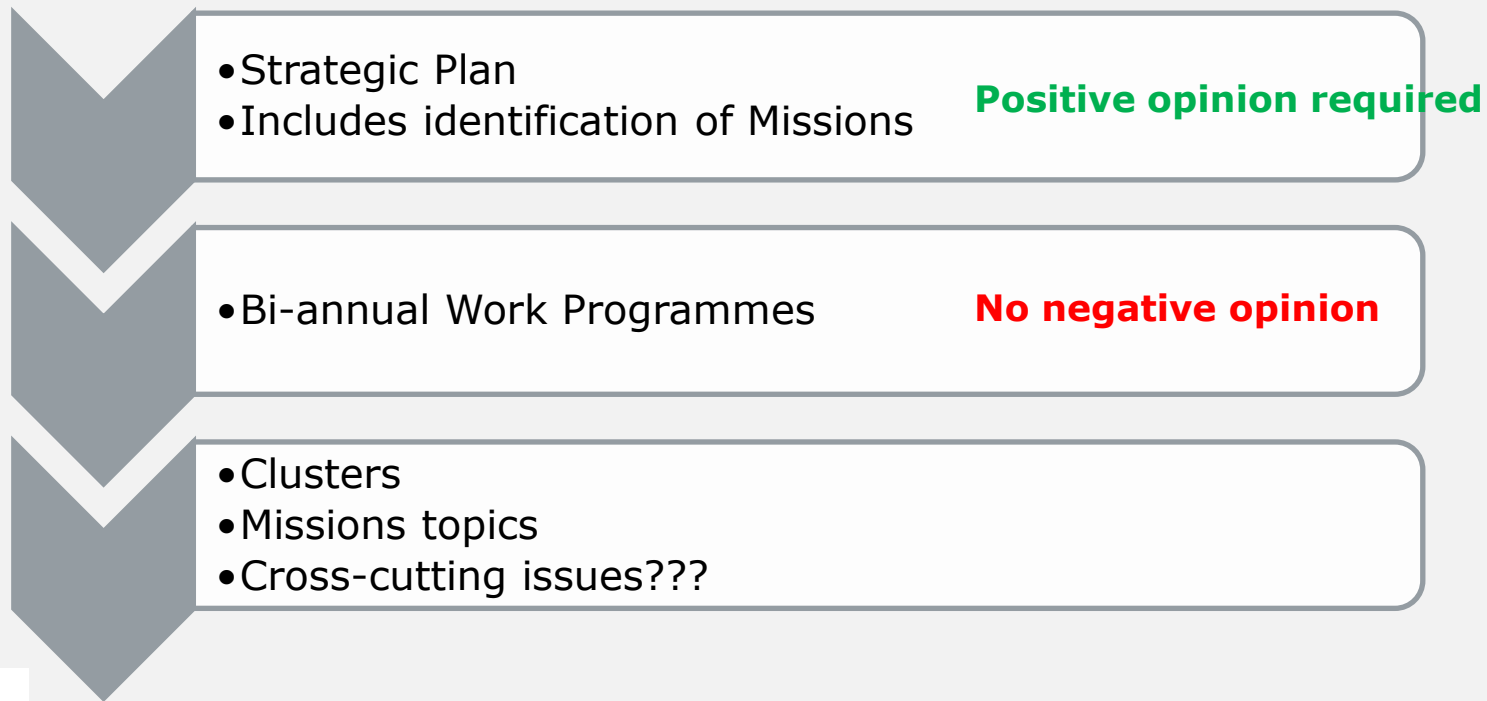
Informal processes:

- Bilateral contacts
- Conferences, workshops etc.
- Current events





Structuring input



"Let there be light"



Scoping paper

Pre-draft

Non-paper

Orientation paper

Issues paper

Destinations orientation...





COM discusses scoping paper with MS

Typically 3-4 meetings with MS and associated countries

Associated countries are observers with right to speak in PC's

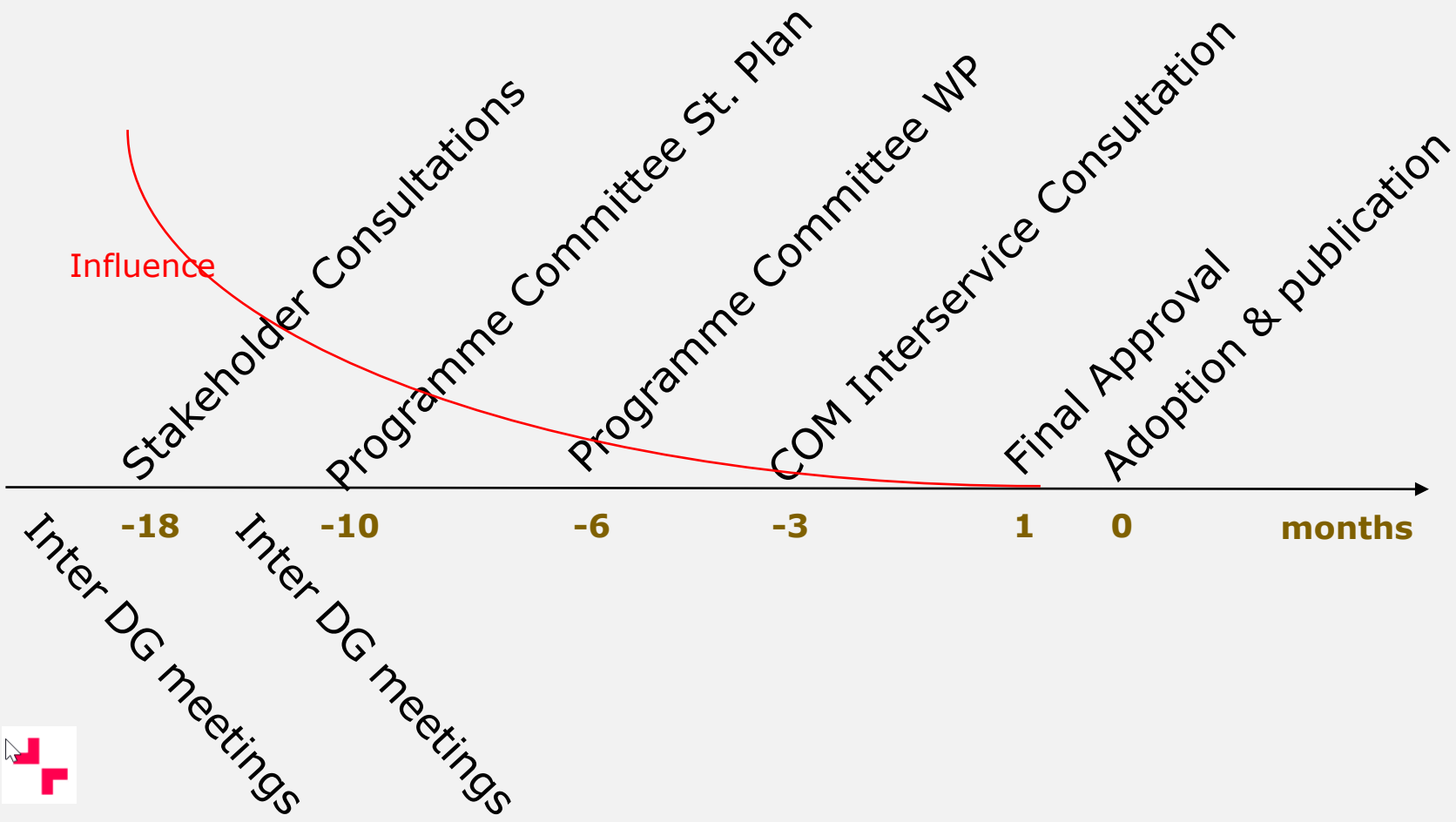
COM must seek opinion of MS

Traditionally consensus sought, but now always





Timeline



Networking strategy



Tools:

- COST actions
- EIT KICs
- Sectoral Associations
- IGLO offices
- NCP networks
- Enterprise Europe Network
- EDIHs
- European University Initiative
- Eureka Network (or Eurostars)
- Strategic Coordination and Support Actions





**The framework conditions
– the political framework**

ERA

Green Deal / Just Transition

Resilience

Re-power EU

Strategic Autonomy

Council and European Parliament





Skills

- ICT Specialists: 20 million + Gender convergence
- Basic Digital Skills: min 80% of population

Secure and sustainable digital infrastructures

- Connectivity: Gigabit for everyone, 5G everywhere
- Cutting edge Semiconductors: double EU share in global production
- Data - Edge & Cloud: 10,000 climate-neutral highly secure edge nodes
- Computing: first computer with quantum acceleration

Digital transformation of businesses

- Tech up-take: 75% of EU companies using Cloud/AI/Big Data
- Innovators: grow scale-ups & finance to double EU Unicorns
- Late adopters: more than 90% of SMEs reach at least a basic level of digital intensity

Digitalisation of public services

- Key Public Services: 100% online
- e-Health: 100% of citizens having access to medical records
- Digital Identity: 80% of citizens using digital ID

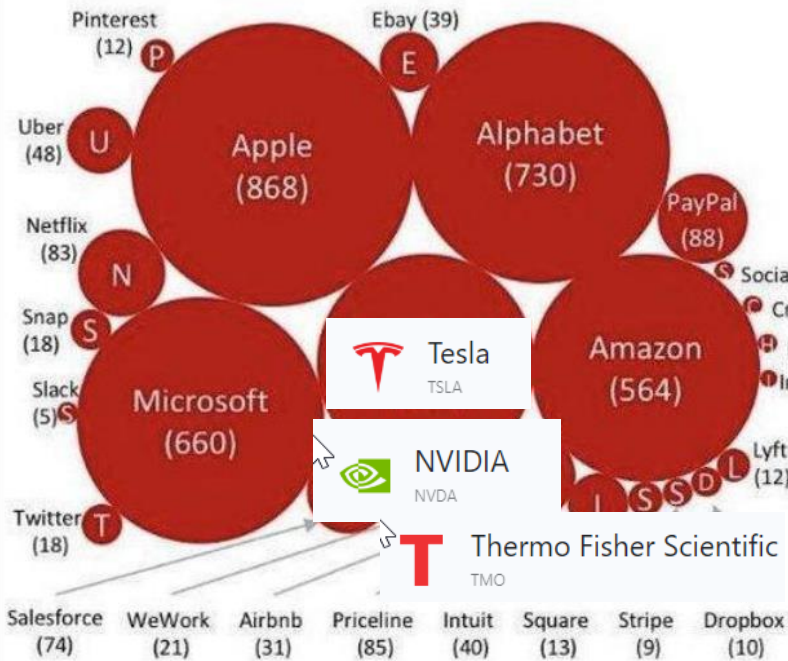


Die Unwucht der Plattform-Ökonomie

Die 60 wertvollsten Plattformen der Welt (Mrd. Dollar (Börsenwert; jüngste Finanzierung / Stand 31. Dezember 2017))

USA

(Anteil: 64% (2015: 67%))



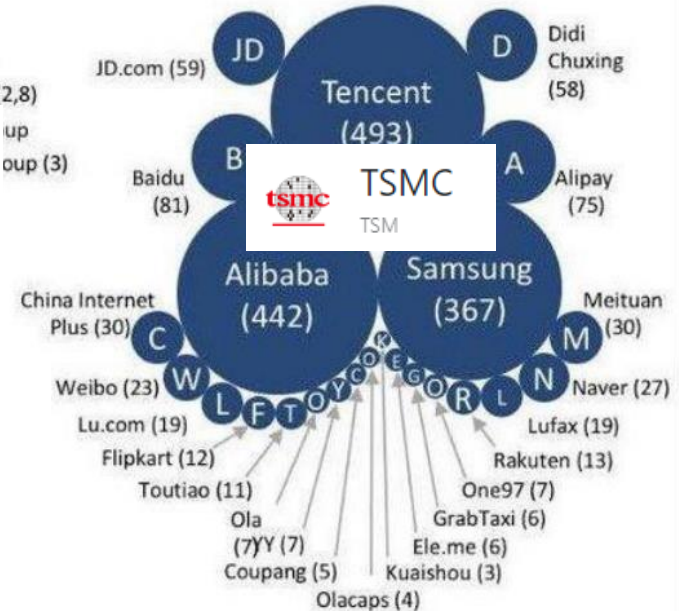
Europa

(Anteil: 3% (2015: 3%))



Asien

(Anteil: 31% (2015: 28%))



Afrika

(Anteil: 2% (2015: 2%))



Quelle: Netzoekonom.de / Idee: Peter Evans



What are European Universities?

What are European Universities? European Universities are highly ambitious transnational alliances of higher education institutions developing long-term institutional structural and strategic cooperation, based on common values and agreed principles, and aiming to achieve sustainability of their cooperation. The European Universities initiative responds to a **long-term vision that has the potential to transform the institutional cooperation between higher education institutions and bring it to the next level.**

*The Commission has co-created the European Universities initiative with Member States and stakeholders as of 2018 and launched under Erasmus+ **three calls for proposals in 2019, 2020 and 2022.** Currently, **44 European Universities** have been selected and are up and running collectively involving **340 higher education institutions** of various sizes and types located across Europe.*





- **Confirmation of the European Universities' concept**
- **Role models for European higher education transformation**
- **Balance between inclusion and excellence**
- **Synergies education and R&I at the service of society**
- **Geographical balance**
- **Diversity of higher education institutions**
- **Subsidiarity, institutional autonomy, academic freedom**
- **Sustainable funding for the European Universities**





- Promote **European values** and strengthen **European identity**
- Improve **quality, performance, attractiveness** and **international competitiveness**
- **Institutionalised cooperation** with **systemic, structural** and **sustainable impact**
- **Whole-institution** approach
- **Mobilise all missions** of higher education institutions
- Deliver on **EEA, ERA and EHEA** objectives
- Act as **role models**





Challenge based approach





Improved
access to
finance

Increased use
of regulatory
sandboxes

Strengthening
Europe's
innovation
ecosystems

Attracting
deep tech
talent

Improved
policy support



European research area (ERA)

The European Research Area (ERA), ERAvCorona action plan, recommendations to EU countries in the European Semester, timeline to revitalise ERA, news

PAGE CONTENTS

[What is ERA?](#)

[Commission's plan for a new ERA based on excellence](#)

[ERA in the regions](#)

[ERAvsCorona action plan](#)

[Recommendations to EU countries](#)

[ERA progress reports](#)

[Revitalising ERA: timeline](#)

[Documents](#)

[Factsheets](#)

[Latest](#)

[Events](#)

What is ERA?

The European Research Area (ERA) is the ambition to create a single, borderless market for research, innovation and technology across the EU.

It helps countries be more effective together, by strongly aligning their research policies and programmes. The free circulation of researchers and knowledge enables

- better cross-border cooperation
- building of critical mass
- continent-wide competition

ERA was launched in 2000 and a process to revitalise it began in 2018.



Thank you.



www.SwissCore.org



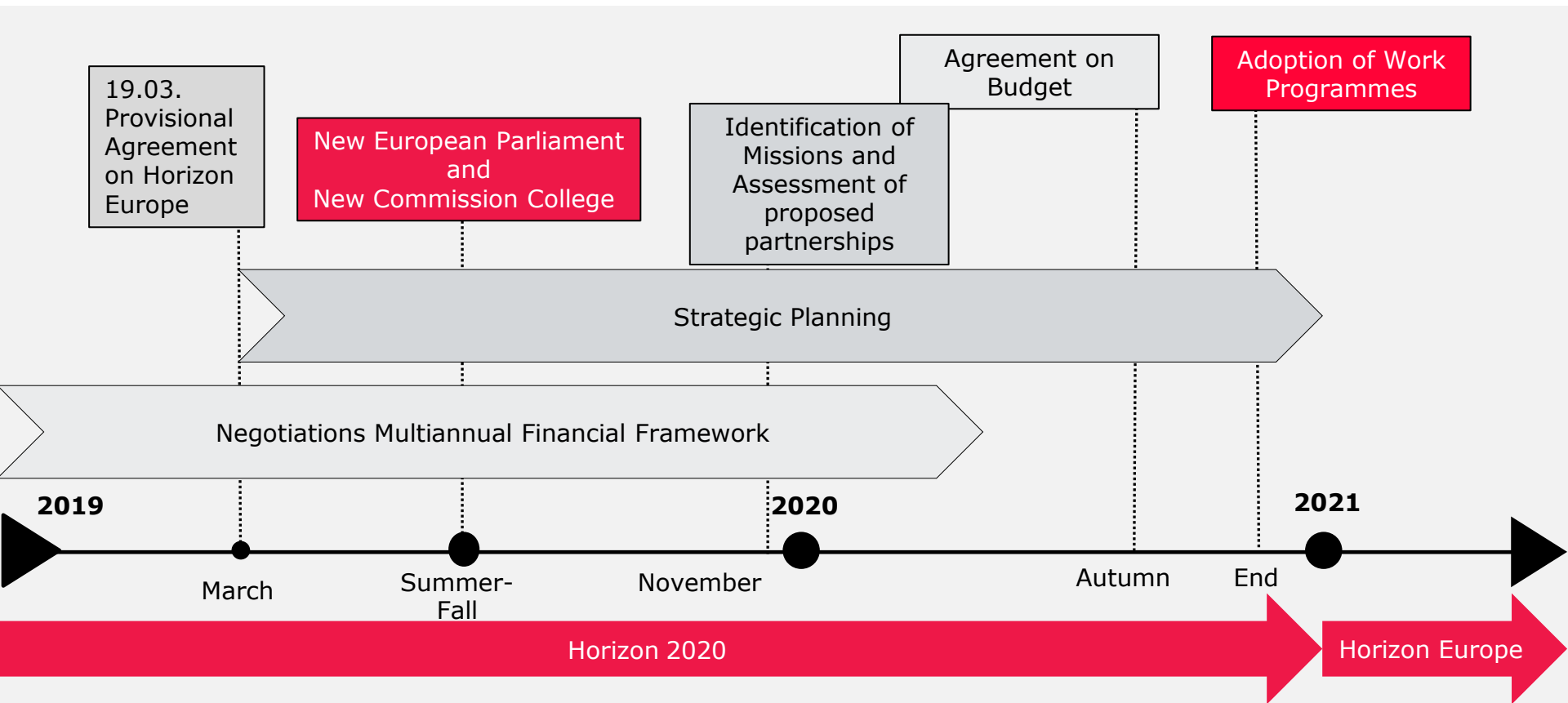
infodesk@SwissCore.org



[@SwissCore](https://twitter.com/SwissCore)

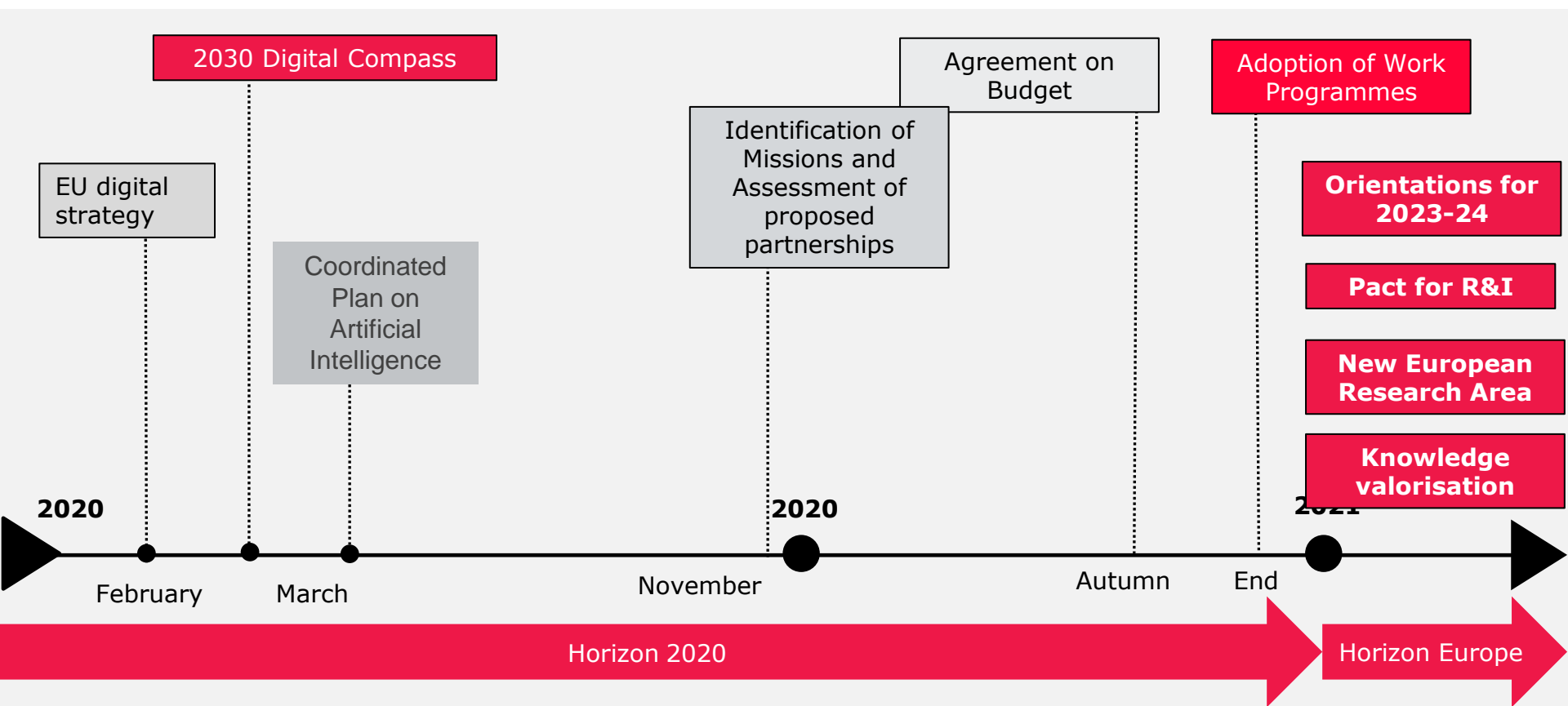


Towards Horizon Europe.





Towards Horizon Europe.





Open Science:

- Results shall be published by default in open access journals
- Stronger open data policy

Partnerships & Missions:

- Rationalisation of partnership landscape
- Mission-based approach to increase outreach to citizens

Support for disruptive innovation through all stages including scaling up

- New unified institution for disruptive innovation: European Innovation Council
- Cornerstone equity investments by EIC Fund managed by EIB in addition to grant of up to €2.5m



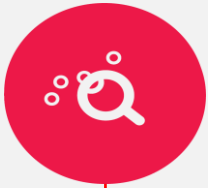


Horizon Europe (2021-2027).

Pillar I	Pillar II	Pillar III
<p>Excellent Science €25.8 bn</p>	<p>Global Challenges and European Industrial Competitiveness €52.7 bn</p>	<p>Innovative Europe €13.5 bn</p>
<p>European Research Council €16.6 bn</p> <p>Marie Skłodowska-Curie Actions €6.8 bn</p> <p>Research Infra-structures €2.4 bn</p>	<p>Civil Security for Society</p> <p>Culture, Creativity and Inclusive Society</p> <p>Digital, Industry and Space</p> <p>Joint Research Centre</p> <p>Health</p> <p>Climate, Energy and Mobility</p> <p>Food, Bioeconomy, Natural Resources, Agriculture and Environment</p>	<p>European Innovation Council €10 bn</p> <p>European Institute of Innovation and Technology €3 bn</p> <p>European Innovation Ecosystems €0.5 bn</p>
<p>Widening Participation and Strengthening the European Research Area</p>		
<p>Widening Participation and Spreading Excellence at least 3.3%</p>		<p>Reforming and Enhancing the European R&I-System €0.4 bn</p>



Excellent Science.



**European Research
Council**



**Marie Skłodowska-Curie Actions
(MSCA)**

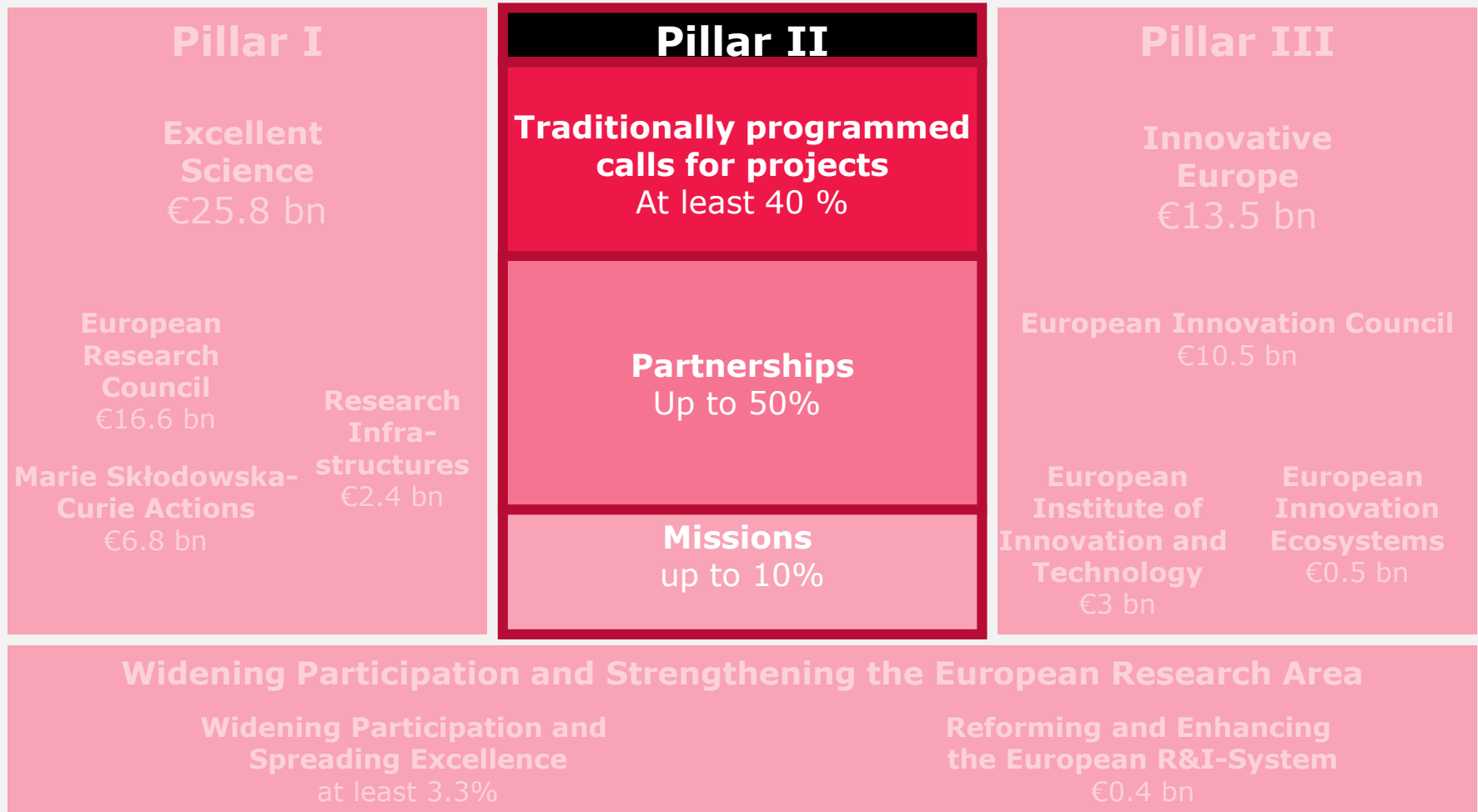


Research Infrastructures





Horizon Europe (2021-2027) Budget Division.



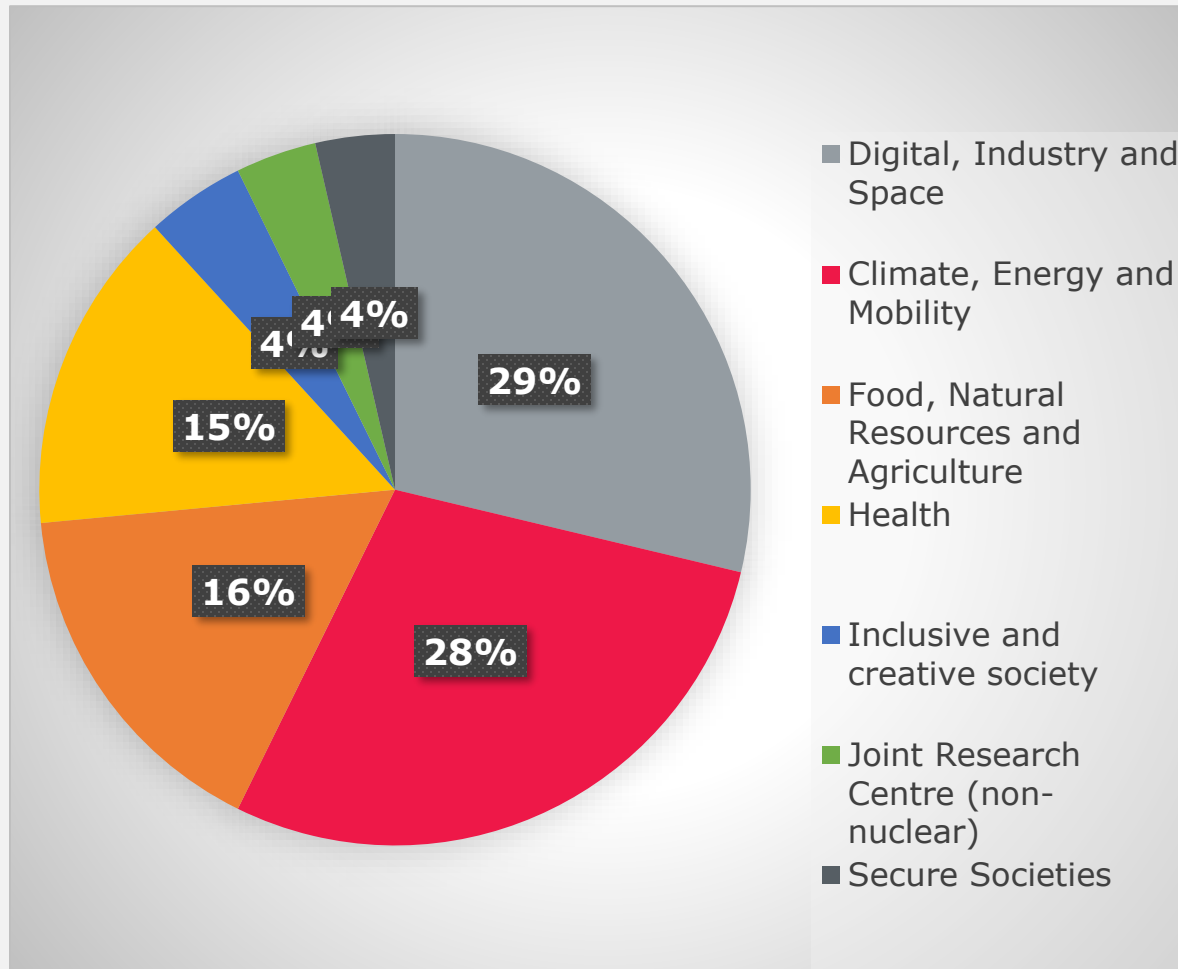
Global Challenges & European Industrial Competitiveness



Clusters	Areas of Intervention (Implemented through usual calls, missions & partnerships)
Health	Health throughout the life course; Environmental and social health determinants; Non-communicable and rare diseases; Infectious diseases, including poverty-related and neglected diseases; Tools, technologies and digital solutions for health and care, including personalised medicine; Health care systems.
Culture, creativity and inclusive society	Democracy and governance; Culture, cultural heritage and creativity; Social and economic transformations.
Civil Security for Society	Disaster-resilient societies; Protection and security; Cybersecurity.
Digital, Industry and Space	Manufacturing technologies; Key digital technologies, including quantum technologies; Emerging enabling technologies; Advanced materials; Artificial intelligence and robotics; Next generation internet; Advanced computing and Big Data; Circular industries; Low carbon and clean industries; Space, including earth observation.
Climate, Energy and Mobility	Climate science and solutions; Energy supply; Energy systems and grids; Buildings and industrial facilities in energy transition; Communities and cities; Industrial competitiveness in transport; clean, safe and accessible transport and mobility; Smart mobility; Energy storage.
Food, Bioeconomy, Natural Resources, Agriculture and Environment	Environmental observation; Biodiversity and natural resources; Agriculture, forestry and rural areas; Seas, oceans and inland waters; Food systems; Bio-based innovation systems in the EU bioeconomy; Circular systems.
Joint Research Centre	support to the functioning of the internal market and the economic governance of the Union; support to Member States with implementation of legislation and development of smart specialisation strategies; analytical tools and methods for policy making; knowledge management; knowledge and technology transfer; support to science for policy platforms.



Global Challenges & European Industrial Competitiveness - Budget Division



R&I Missions

Connecting to citizens: Missions will relate EU's research and innovation to society and citizens' needs, with strong visibility and impact

A mission will consist of a portfolio of actions intended to achieve **a bold and inspirational as well as measurable goal** within a set timeframe, with impact for science and technology, society and citizens that goes beyond individual actions.

Horizon Europe proposal defines mission characteristics and criteria

Specific missions will be **co-designed with Member States, stakeholders and citizens** and programmed within the Global Challenges and Industrial Competitiveness pillar (drawing on inputs from other pillars)



1. Adaptation to Climate Change including Societal Transformation



2. Cancer



3. Healthy Oceans, Seas, Coastal and Inland Waters



4. Climate-Neutral and Smart Cities



5. Soil Health and Food



- **Mission boards:** 15 prominent experts charged with the proposition of concrete candidate missions until end 2019 (members announced on 30 July).
- **Mission assemblies:** up to 30 experts per area to support the work of the mission boards, support citizens engagement work and receive targeted questions. One meeting with mission boards in January 2020.
- **Experts from member states:** nominated by Shadow Programme Committee Strategic Configuration, 1 expert per country per mission area (involvement of member states and decision making on proposed missions with European Commission)





Implementation and Synergies

- **Coordination with national programmes, regional programmes**
 - CSAs within each mission area to elaborate coordination
 - CSAs cross-cutting to look at mission governance overall
 - Work packages on sharing best practices, coordinating with authorities and engaging stakeholders
- Conclusion in 2023: How to implement governance.





European Partnerships.

New generation of objective-driven and more ambitious partnerships in support of agreed EU policy objectives

Key features

- **Simple architecture and toolbox**
- **Coherent life-cycle approach**
- **Strategic orientation**

Co-programmed

Based on Memoranda of Understanding/contractual arrangements; implemented independently by the partners and by Horizon Europe through open calls

Co-funded

Based on a single joint programme agreed by partners; commitment of partners for financial and in-kind contributions & financial contribution by HEU, can go beyond HEU funds

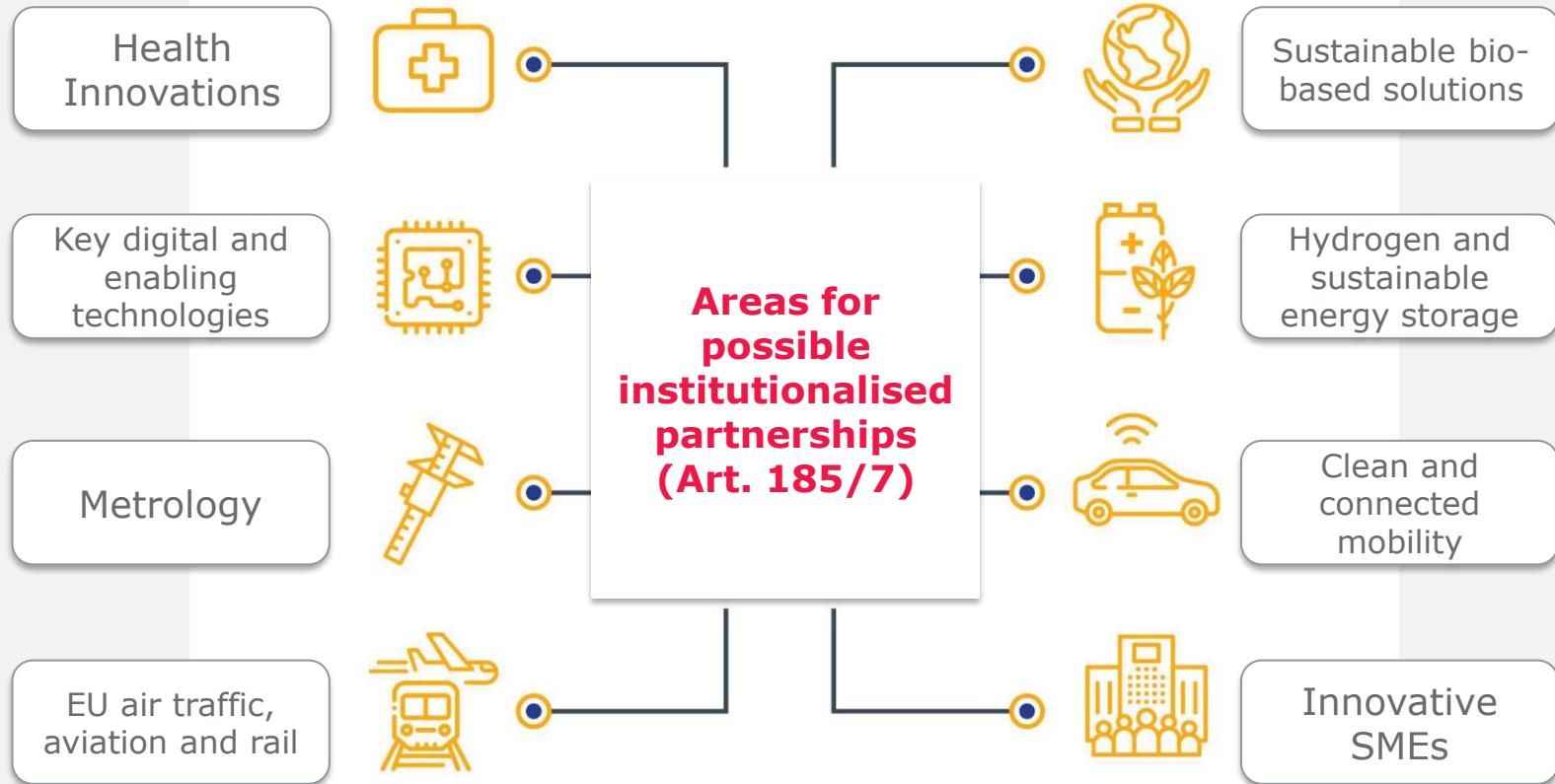
Institutionalised

Based on long-term dimension and need for high integration; partnerships based on Articles 185 / 187 of TFEU and the EIT-Regulation supported by Horizon Europe





Areas for Institutionalised Partnerships.





Horizon Europe (2021-2027).

Pillar I

Excellent Science
€25.8 bn

European Research Council
€16.6 bn

Marie Skłodowska-Curie Actions
€6.8 bn

Research Infra-structures
€2.4 bn

Pillar II

Global Challenges and European Industrial Competitiveness
€52.7 bn

Civil Security for Society
Culture, Creativity and Inclusive Society

Digital, Industry and Space

Joint Research Centre

Health
Climate, Energy and Mobility

Food, Bioeconomy, Natural Resources, Agriculture and Environment

Pillar III

Innovative Europe
€13.5 bn

European Innovation Council
€10.5 bn

European Institute of Innovation and Technology
€3 bn

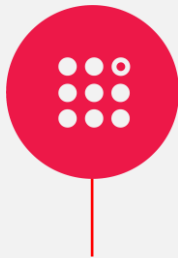
European Innovation Ecosystems
€0.5 bn

Widening Participation and Strengthening the European Research Area

Widening Participation and Spreading Excellence
at least 3.3%

Reforming and Enhancing the European R&I-System
€0.4 bn





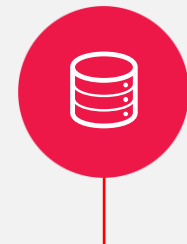
European Innovation Council (EIC)

- **The Pathfinder:** Funding for early stage development (both monobeneficiary and consortia)
- **The Accelerator:** grants and equity for scale-ups (monobeneficiary)
- Additional activities of the EIC (fellowships, prizes)



European Innovation Ecosystems

- EIC Forum of innovation agencies
- Co-fund activities
- Eureka Eurostars
- Sharing best practices
- Citizen and gender science
- Supporting international cooperation



EIT

- Sustainable innovation ecosystems across Europe
- Entrepreneurial and innovation skills in a LLL perspective and the entrepreneurial transformation of EU universities
- New solutions to the market
- New additional KICs including one on cultural and creative industries (due to start 2022)





The Pathfinder: €3bn

- Supporting researchers, innovators and innovative companies with ideas relating to future and emerging breakthrough technologies
- From proof of concept to prototypes for technology validation
- Programme managers
- Business acceleration services
- Transition activities



The Accelerator: €7bn

- Grants and Equity funding for scaling up disruptive innovation
- From TRL 6 to 9
- Grant-only funding will be available (€3bn earmarked)
- Equity-only funding will be available for companies who have already received grants (eg. SME instrument)
- Candidates for equity will undergo “market test” to crowd in private capital.





Swiss success stories in the current pilot of the European Innovation Council:

2018: Swiss companies constitute 93 of the 1350 beneficiaries of SME instrument phase 1 (€ 50'000 award for feasibility study)

- **6.8% of total SME phase 1 beneficiaries**

2018: Swiss companies constitute 2 of the 5 EU Innovation Radar prize winners

2019: Swiss companies constitute 9 Of 137 final interviewees of SME instrument phase 2 (late stage development grants €500k - € 2.5 m) in February and 12 of 174 finalists in May.

- **6.9% of total SME phase 2 and growing (interview stage)**



The Accelerator: €7bn

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The Digital Europe Programme (DEP)

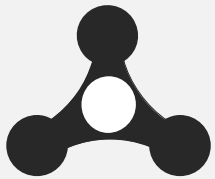




General Objective of the Programme:



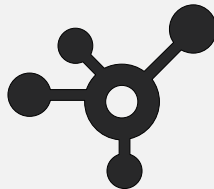
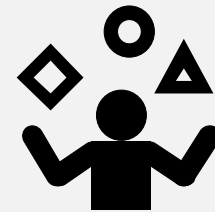
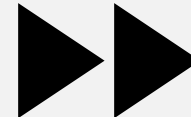
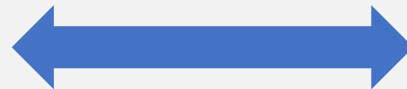
- “To support the digital transformation of industry and to foster better exploitation of the industrial potential of policies of innovation, research and technological development, for the benefit of businesses and citizens all over the Union, structured into five specific objectives”



CEF



Horizon 2020



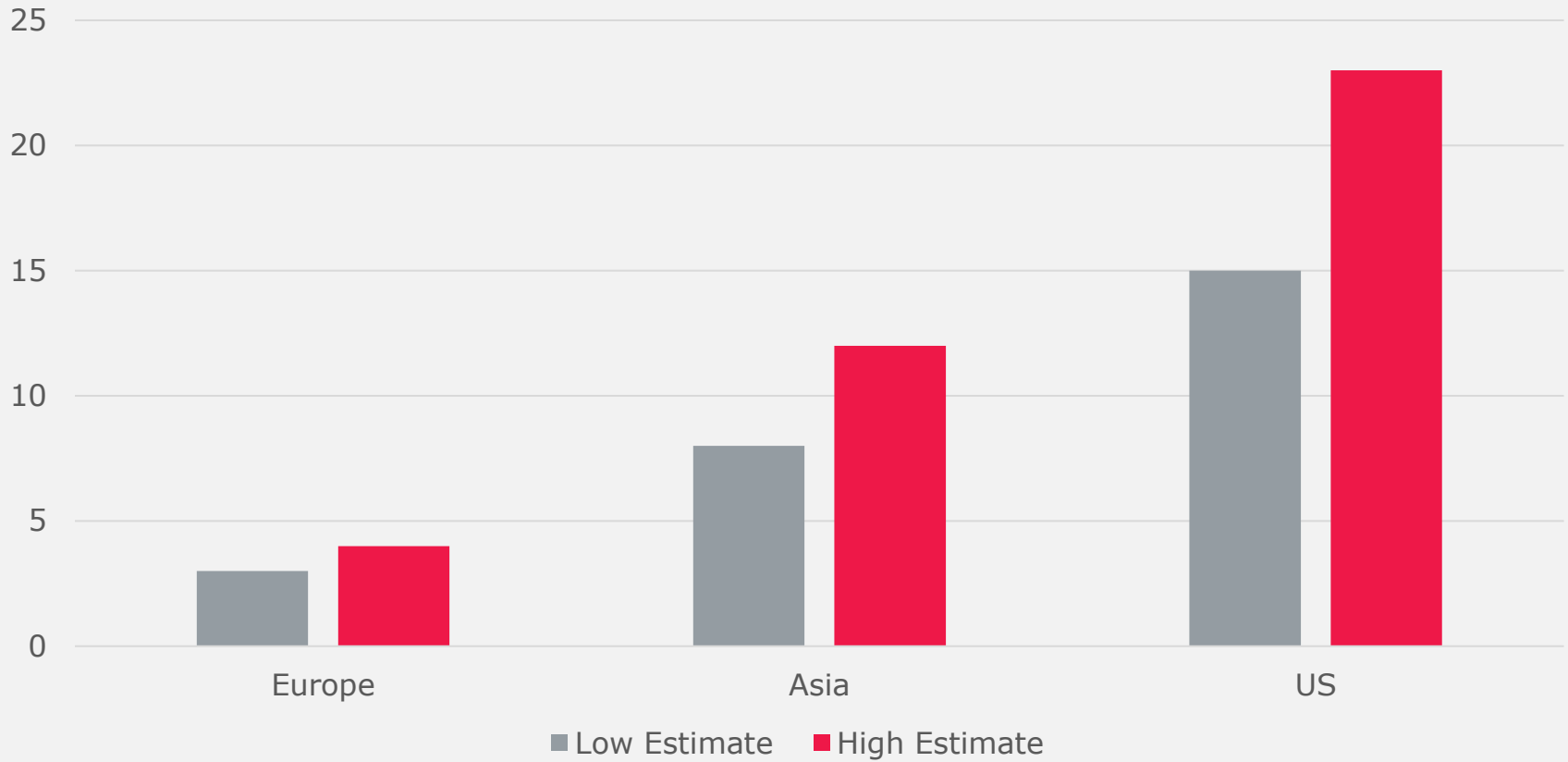
Current Programming Gap



One among top 10 priorities, 30 legislative initiatives since 2015

- Facilitate access for consumers and businesses to digital goods and services;
- Create a level playing field across Europe to create the right framework conditions to stimulate innovation;
- Maximise the growth potential of the digital economy.

Investment in AI (2016).





>35% of top-cited publications
pioneering in fields like AI, 5G

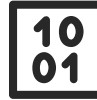


digital divide across the EU
striking investment gap
low uptake of digital technologies
in public sector
low private investment in R&D
(especially in ICT sector)
low digitisation of companies
pronounced skills gap



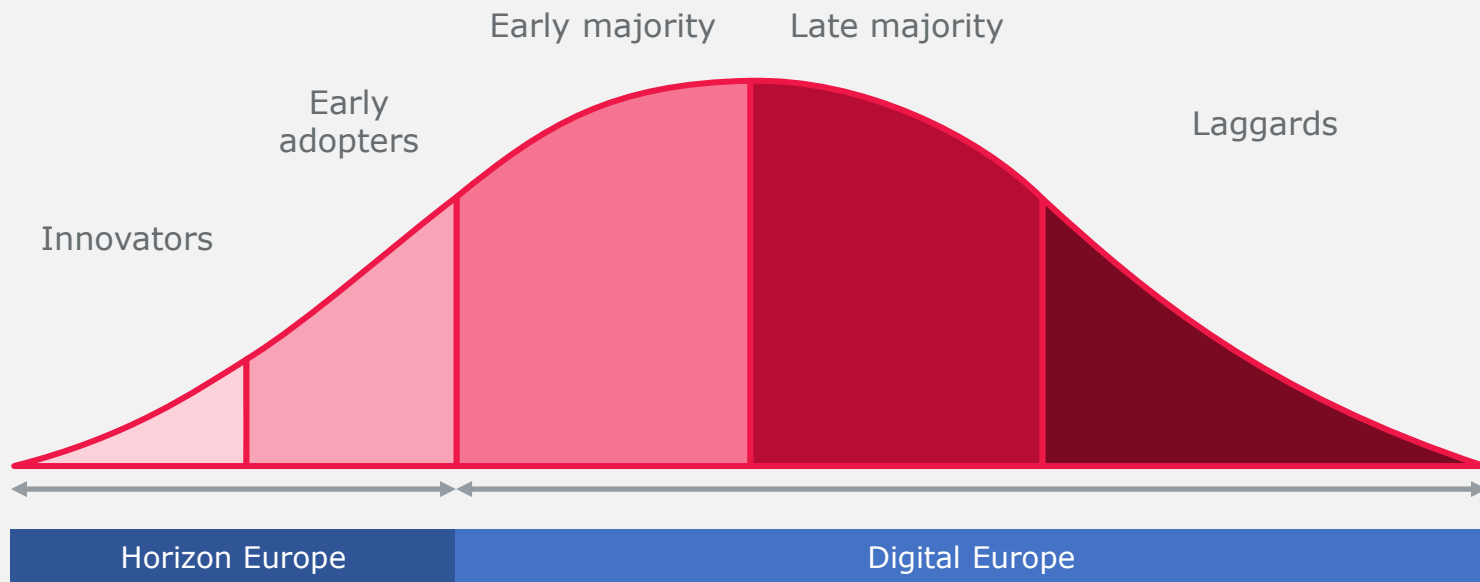


The five specific objectives.





Technology adoption



Horizon Europe focuses on innovative SMEs developing new products

Digital Europe should foster wide uptake of digital technologies



The five specific objectives.

10
01



High Performance Computing (HPC)

- Institutionalised Partnership (CH to be a member)
- Building up supercomputing infrastructure



€2.7 bn



Artificial Intelligence (AI)

- Direct management (mainly joint procurement & grants)
- Data resources and libraries, large experimentation facilities



€2.5 bn



Cybersecurity

- Institutionalised Partnership (only EU states)
- Advanced cybersecurity equipment and data infrastructure



€2.0 bn



Advanced Digital Skills

- Digital Innovation Hubs
- HPC, AI, Cybersecurity, Big Data, Distributed ledger, Robotics



€0.7 bn



Deployment, best use of digital capacities and interoperability

- Digital Innovation Hubs; digitisation of administration and industry



€1.3 bn





Digital Europe: Level of ambition

High Performance Computing

- Two exascale machines by 2022-2023
- One post-exascale machine by 2027
- Hybrid HPC-Quantum infrastructure by 2027

Cybersecurity

- By 2022: at least one cybersecurity competence centre per Member State
- By 2025: encryption techniques that can resist quantum computing

Advanced Digital Skills

- Increase ICT specialist employment from 8.2 million in 2016 to at least 12.3 million in 2027
- Increase growth rate of ICT specialists from 3.3% (2007-2016) to 4.3% (2016-2027) p.a.

Digital Innovation Hubs

- 270 Hubs across the EU
- 90 experiments per hub
- Reaching ~42000 SMEs

Modernisation of Public Administration

- By 2030: 450 million citizens and 24 million SMEs benefit from 'once only principle' for their administrative information

Digital Health

- By 2022: 1 million of sequenced genomes
- By 2027: 450 million citizens have access to health records and 100 million citizens have digital tools and services to improve the management of their health condition
- Data from 10 million citizens available for new discoveries





Currently:

- Digital Skills and Jobs Coalition under New Skills Agenda for Europe
- Skills divide and lack of highly-trained professionals (1 million vacancies)
- First pilot actions (Digital Opportunity Traineeship)

Under DEP

- Long-term trainings (Master's, PhD)
- On-the-job trainings and traineeships
- Short-term trainings and courses



Deployment, best use of digital capacities and interoperability.



Currently:

- Low uptake of digital technologies in European industry and administrations
- Digitising European Industry Initiative
- Tallinn Summit in 2017, defining priorities and declaration on e-Government

Under DEP

- Two rather separate parts:
 - digitising the public sector and areas of public interest
 - digitising industry
- European Digital Innovation Hubs (supported by grants) playing a key role in implementation





28 National HPC Competence Centres
28 National Coordination Centres for
Cybersecurity
4-8 AI Reference Sites

250+ European Digital Innovation
Hubs

Specialised in their topic

Generalists in their topic with a strong
outreach to SMEs

Providing products/services that can
be further disseminated by the DIH

Helping SMEs to apply the
products/services according to the
needs of the SME

Disseminating latest knowledge to
DIHs through regular "train the
trainer" programmes

Going back to the specialist centres if
they are not able to help the SME



Widening Participation and Spreading Excellence

- Teaming
- Twinning
- ERA Chairs
- Excellence Initiatives
- COST



Reforming and enhancing the European R&I system

- Strengthening the evidence base for research and innovation policy
- Transition towards Open Science
- Support to national R&I policy reform
- Supporting the modernisation of universities in ERA
- Supporting the effective international cooperation with third countries
- Foresight
- EU R&I programme implementation
- Scientific input to other policies

