







RESOLUCIÓN DEL VICERRECTORADO DE PROFESORADO E INNOVACIÓN EDUCATIVA DE LA UNIVERSIDAD DE LAS PALMAS DE GRAN CANARIA, DE 29 DE ABRIL DE 2025, POR LA QUE SE PUBLICA LA CONVOCATORIA DE PROYECTOS DE INNOVACIÓN EDUCATIVA 2025 INTERUNIVERSITARIOS EN LA ALIANZA ESTRATÉGICA DE UNIVERSIDADES ERUA (EUROPEAN REFORM UNIVERSITY ALLIANCE) PARA LOS CURSOS ACADÉMICOS 2025-2026 y 2026-2027

RESOLUTION OF THE VICE-RECTORATE FOR TEACHING STAFF AND EDUCATIONAL
INNOVATION OF THE UNIVERSITY OF LAS PALMAS DE GRAN CANARIA, DATED 29 APRIL 2025,
PUBLISHING THE CALL FOR INTERUNIVERSITY EDUCATIONAL INNOVATION PROJECTS 2025
WITHIN THE STRATEGIC ALLIANCE OF ERUA UNIVERSITIES (EUROPEAN REFORM UNIVERSITY
ALLIANCE) FOR THE ACADEMIC YEARS 2025-2026 AND 2026-2027

Statement of Reasons

The European Reform University Alliance (ERUA) is a consortium of eight European universities committed to exploring innovative approaches to research, teaching and institutional progress. As part of the European Universities Initiative (EUI), one of the key initiatives of the European Commission, ERUA aims to advance the development of a European Education Area and support the implementation of the European Strategy for Universities.

ERUA is currently involved in Task 2.7 "Development of the ERUA's Academic Innovation Laboratory". The description of this task is as follows:

"We will build on the achievements of ERUA 1 in setting up the alliance's infrastructure to research teaching and learning innovation and nurture new experiments. We will integrate new members of the alliance and investigate existing and new innovative projects in teaching (detect active methodologies to span in the network, such as Service Learning, Cooperative Learning, Project Based Learning or Gamification, among others; and the development of new initiatives).

The interdisciplinary educational innovation projects will put together teachers and researchers to work for a common interest to develop innovative learning pathways; that can later be refined and introduced to selected courses at alliance universities.

As part of this initiative, the alliance will organise a yearly event aimed at the dissemination of the identified innovative teaching and learning methods, as well as the development of new techniques within the alliance."

Educational innovation actions will place special emphasis on the design, development, and evaluation of collaborative processes for analysis and reflection on teaching practices. These processes will be contextualized within the everyday realities of the subjects effectively taught by the applicants, aiming to enhance both teaching quality and student learning outcomes. To jointly promote the actions leading to this goal, the present call for Interuniversity Educational Innovation Projects (PIE) open to both ULPGC staff and members of other universities within the ERUA network—allows participants to implement initiatives aimed at improving the quality of teaching in official









degree programs. Faculty members and researchers will participate through joint working teams comprising members from ULPGC and at least one other ERUA university. The following proposals will not be accepted in this call:

- Proposals focused on studies, analyses, or research within the teaching field of the proponents.
- Proposals exclusively focused on the creation of materials (theory, practical exercises, etc.), as these should be a result of the proposed innovation.
- Proposals exclusively centered on the organization of courses, workshops, conferences, or similar events, as these should also be a result of the proposed innovation.

This 2025 call stipulates that the proposals submitted must be implemented in alignment with the next two academic years (2025-2026 and 2026-2027).

Below are the elements of the call that all applications must comply with.

By virtue of the powers conferred to this Vice-Rectorate under the delegation of competences (P.D., Rector's Resolution of 28 January 2025, B.O.C. No. 26, dated 6 February 2025), this Vice-Rectorate hereby

RESOLVES:

1º To approve the 2025 call for Interuniversity Educational Innovation Projects within the Strategic Alliance of ERUA Universities, with the terms and conditions outlined in Annex I.

2º To publish this Resolution in the Official Bulletin of the University of Las Palmas de Gran Canaria.

Against this Resolution, which concludes the administrative procedure, a contentious-administrative appeal may be submitted within two months from the day following its publication, to the Contentious-Administrative Courts with territorial jurisdiction, in accordance with the rules set out in Article 14 of Law 29/1998, of 13 July, governing said Jurisdiction. Alternatively, an optional administrative appeal for reconsideration may be filed with the Rector, within one month from the day following its publication, under the terms provided in Articles 123 and 124 of Law 39/2015, of 1 October, on the Common Administrative Procedure of Public Administrations (BOE of 2 October 2015). This is without prejudice to any other appeals that may be deemed appropriate. If an administrative appeal for reconsideration is filed, the contentious-administrative jurisdiction may not be pursued until such appeal has been expressly resolved or dismissed by administrative silence.

Las Palmas de Gran Canaria, 29 April 2025.

La Vicerrectora de Profesorado e Innovación Educativa









ANNEX I

Terms and Conditions of the Call

1. Purpose

This call aims to select Interuniversity Educational Innovation Projects (PIE) and allocate the necessary resources for their implementation.

2. Requirements

- 2.1 Teaching and Research Staff from ULPGC and at least one other university from the ERUA alliance may participate.
- 2.2 Interuniversity Educational Innovation Projects must be designed to define and structure collaborative processes of analysis and reflection, aimed at improving teaching practices and learning outcomes. These projects are to be structured into distinct phases, which must include:
 - A design and planning phase, outlining the intended actions to be developed (including any necessary training actions).
 - An implementation phase, specifying the evaluation and monitoring process for the proposed actions.
 - A final reflection and closure phase, aimed at generating conclusions, assessing the overall process, and informing the next cycle of reflection and improvement.

This cycle of innovation is planned annually, given that PIEs are approved for a two-year period. Each phase should be structured accordingly for each of the two years in which the project is implemented.

These Interuniversity Educational Innovation Projects (PIEs), structured as outlined in the previous paragraph, should preferably align with one or more of the following priority action lines, based on active learning methodologies in the ERUA2 Academic Innovation Manual, elaborated by the Academic Innovation Working Group:

Service Learning	Teaching technique that links two concepts: community action as a "service" with systematic learning that connects new experiences to established academic knowledge. This approach can be used to reinforce the course contents and develop a variety of competencies in students, including civic responsibility.
Project-Based Learning	Didactic technique focused on the design and development of a project by a group of students, to achieve the learning objectives of one or more disciplinary areas, while also fostering the development of project management skills applicable to real-world projects.
Gamification	Involves the design of a real or virtual educational environment in which tasks and activities are crafted using game principles. It capitalises on students' natural predisposition towards recreational activities to improve motivation towards learning, facilitate the acquisition of knowledge and values, and to foster the development of skills.
Collaborative & Cooperative Learning	It is the didactic use of small groups in which students work together to get the best possible learning outcomes, both individually and collectively. This approach promotes the development of skills, attitudes and values in students. According to the Cambridge online dictionary, there is a slight difference between the terms "collaborative" and "cooperative".









	The former is defined as "involving two or more people working together for a special purpose", while the latter implies willingness "to help or do what people ask". Thus, collaboration originally emphasises people working together for a specific goal, whereas cooperation focuses on the act of helping others.
Flipped Classroom:	It is a didactic technique in which content is presented through videos that can be freely accessed online, while classroom time is dedicated to discussion, problem-solving, and practical activities under the supervision and guidance of the teacher.
Other methodologies	Other active / student-centered methodologies

The use and integration of ICT does not constitute, on its own, a priority area for improvement, as it is considered a cross-cutting element that should be incorporated into any proposed project. Each project should integrate appropriate ICT resources as needed to achieve its objectives in areas such as methodology, assessment, collaboration and socialization of learning, communication with students, and faculty coordination.

Applicants are advised to integrate into their projects at least one ERUA2 Innovative Teaching Activity (as these activities are funded with ERUA Budget), which are described below:

- Travelling seminar is a training programme based on the mobility of one teacher and their students to another ERUA university for a joint project embedded in the standard or elective offer. The ERUA "Travelling Seminars" can be held throughout the year. Each university will select several projects annually, with each project comprising a group of students and teaching staff. Our goal is to provide as many students as possible with the opportunity to participate in this initiative each year. The idea behind travelling seminars is to strengthen connections between the universities within the alliance and to promote projects that involve various forms of collaboration (such as co-teaching, campus visits, field studies, etc.) and to develop the project-based mobilities.
- Intensive modules cover a significant amount of material in a shortened period of time (usually from 2 days to 1 week) delivering the same amount of content that a traditional course would cover over a full term. These immersive courses enable students to complete a subject quickly. Most ERUA intensive courses are conducted onsite.
- Summer or winter schools are academic programs held during the respective break periods, which differ among ERUA universities. These programmes usually last from one to two weeks onsite, offering courses across various disciplines. They provide students with the opportunity to take additional courses and explore new subjects.
- 2.3 PIE applications may also propose actions linked to one or more centers at ULPGC and/or other universities within the ERUA alliance. In such cases, applicants must provide explicit approval from the authority responsible of each center (Dean or Director).
- 2.4 PIEs are required to define their objectives within the framework of the subjects or courses taught by the faculty participating in the project and, therefore, must be directed exclusively at students enrolled in those subjects or courses. Under no circumstances may the scope of the project affect the institutional policies of the universities within the ERUA network.









- 2.5 The project will be implemented over a two-year period, starting from 1 October 2025.
- 2.6 The PIE will have one or two coordinators from ULPGC and one or two coordinators from each of the universities in the ERUA alliance.
- 2.7 As part of the project implementation, participants commit to:
 - 1. Dissemination within the ERUA teaching community and within the broader university community:
 - a) Within the ERUA teaching community, participants are required to present their work at public events organized specifically for this purpose: III Academic Innovation Workshop (2026), IV Academic Innovation Workshop (2027). Attendance at these events is mandatory to receive official recognition. Dissemination should be carried out using the formats and media specified for each case, which may include printed publications, multimedia content, participation in other conferences or events, promotion of project results via a dedicated website, other designated formats).
 - b) Within the broader university community, participants need to share their work through presentations at conferences, symposia, workshops, or meetings, or by publishing articles in journals within the field of educational innovation, both nationally and internationally. All publications resulting from the project must include the assigned reference number. Preference will be given to publications that follow an open-access policy.
 - 2. Submit annual activity reports detailing the degree of achievement of the project's objectives, the milestones and accomplishments, and the results obtained, along with an annual financial report. For presentations or publications, participants must provide supporting documentation, including copies of the relevant materials as part of the annual report. Only publications directly derived from the project that explicitly reference the assigned project number will be considered.

3. Budget coverage

The ULPGC budget allocation for this call in 2025 amounts to €2,000, with indicative allocations of €10,000 for 2026 and €8,000 for 2027. The budgetary coverage applications are as follows: 027.01.42A.22699 for Chapter 2; 027.01.42A.62004 for Chapter 6. For the 2025 fiscal year, only expenses chargeable to Chapter 2 will be admissible. For the 2026 fiscal year, only expenses chargeable to Chapter 6 will be admissible. The 2026 budget will be entirely funded through Cabildo funding for the acquisition of teaching and educational innovation equipment (Ref: 240/06). In any case, the allocations for 2026 and 2027 are subject to budget availability and the existence of adequate and sufficient credit in the budgets of future financial years.

ERUA funding covers the mobility costs of participating students, including travel and accommodation according to each university's internal rules. Some ERUA Alliance Universities can fund teaching staff's mobility through the ERUA budget, while other Universities fund the above mentioned mobility through Erasmus+ Office. This funding applies to ERUA2 Innovative Teaching Initiatives and to conference and events attendance within the framework of WP2.









4. Procedure

- 4.1 The number of PIE members per university must be no less than TWO and no more than TEN. Exceptionally, and with justification, new participants may be added within one month following the final resolution of approved projects, provided that the maximum limit specified above is not exceeded. In any case, no individual may participate in more than two PIEs.
- 4.2 To promote the involvement of other stakeholders in innovation processes and to align this call with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG, 2015), the following participants may also be included in PIE teams:
 - Undergraduate, Master's, or PhD students from the ERUA alliance.
 - Other external stakeholders, such as: ERUA alumni, employers, associations, foundations, private entities, or public administrations.
- 4.3 Applications must include the following documentation:
 - Standardised application form
 - PIE project report
 - Agreement of participation from PIE members
- 4.4 The documentation must be formatted according to Annex III; failure to do so will result in the project application not being considered for evaluation. Annex III can be downloaded in .DOC format at the following web address: https://www.ulpgc.es/innovacion-educativa/convocatoria-2025
- 4.5 The ULPGC coordinator must submit the application via the ULPGC Electronic Platform, using the procedure "Solicitud de Proyecto de Innovación Educativa" (Educational Innovation Project Application). All applications must be signed by all applying faculty members and/or research staff.
- 4.6 The application submission period for this Educational Innovation Projects call runs from the date of publication of this resolution until Tuesday, 10 June 2025, at 12:00 PM.
- 4.7 Once the application submission period has ended, the Vice-Rectorate responsible for educational innovation will issue a Resolution with the provisional list of accepted and excluded applications, along with the reasons for exclusion.

Excluded projects will have a period of ten (10) working days, starting from the day following the publication of the Resolution, to submit a claim against the provisional list of accepted and excluded applications or, where applicable, to correct or complete the required documentation, in accordance with Law 39/2015 on the Common Administrative Procedure of Public Administrations. Claims and/or corrections must be submitted via the ULPGC Electronic Platform, using the procedure "Solicitud de Proyecto de Innovación Educativa" (Educational Innovation Project Application).

Once the deadline has passed and the claims have been reviewed, the Vice-Rectorate will approve the final list of accepted and excluded applications, which will be published on the official webpage of the call:

https://www.ulpgc.es/innovacion-educativa/convocatoria-2025









5. Award criteria

The allocation of Educational Innovation Projects will be based on the "Evaluation Scale for Project Applications" as set out in Annex II.

6. Funding amount and implementation period

- 6.1. Applications must include a budget proposal with a maximum allocation of €5,000 per project. The final funding amount awarded will depend on the specific circumstances of the call. The PIE budget must be prepared by distinguishing between Chapter 2 and Chapter 6, following the format outlined in Annex III. The total budget must be distributed as follows:
- 10% allocated to 2025, with expenses limited exclusively to Chapter 2.
- 50% allocated to 2026.
- 40% allocated to 2027.

Additionally, certain actions may be funded independently through ERUA network resources, including mobilities, winter and summer schools, and other related activities.

- 6.2. The budget allocated for 2025 must be fully executed by 31 December 2025. The allocations for 2026 and 2027, which will be determined based on the available credit in ULPGC's budget for those years, must be executed by 31 December 2026 and 1 October 2027, respectively.
- 6.3 The resources allocated to the selected PIEs through the resolution of this call will be transferred as budget credits to the departments of the PIE coordinators at ULPGC.
- 6.4 The eligible expenses as part of the funding allocated to each project will include the following:
 - Consumable material costs
 - Expenses for open-access publications incorporating project results
 - Extraordinary inventory material costs not covered by the department's regular budget

7. Selection, award, and monitoring

- 7.1 The selection of project applications will be carried out by an external selection committee, which will conduct a peer review process.
- 7.2 The selection committee may access any available documentation if deemed necessary. Additionally, it may request external evaluations from faculty members recognized in the field of educational innovation, as well as any supplementary information required for the proper allocation of PIE project proposals.
- 7.3 The award of financial grants is the responsibility of the ULPGC Vice-Rectorate in charge of educational innovation, by delegation of the Rector. Against the final resolution of the procedure, a contentious-administrative appeal may be submitted to the Contentious-Administrative Court of Las Palmas de Gran Canaria, within two months from the day following its publication. Alternatively, an optional administrative appeal for reconsideration may be filed before the same authority that issued the act, within one month from the day following the publication of the resolution. In this case, a contentious-administrative appeal may not be filed until the reconsideration appeal has been expressly resolved or is deemed rejected by administrative silence, in accordance with









Law 39/2015 on the Common Administrative Procedure of Public Administrations. This is without prejudice to any other appeals that may be deemed appropriate.

7.4 The Vice-Rectorate responsible for educational innovation will also be in charge of monitoring the implementation and assessing the degree of compliance with the project objectives. This evaluation will be considered for future project calls as well as for other initiatives undertaken by the Vice-Rectorate for Educational Innovation.

8. Modification of the resolution

8.1 Once the funding has been granted and accepted, any reallocation of the project execution budget between different expense categories within the same budgetary chapter will require authorization from the Vice-Rectorate responsible for educational innovation.

9. Non-compliance

9.1 Applications will be rejected for those PIE that, having been submitted in ULPGC calls for proposals in the years 2023 or 2024, have not complied with the execution and commitments acquired in the aforementioned calls for proposals.

10. Deadlines and form of justification

- 10.1 The reports needs to be submitted within a maximum period of two months from the end of each year of the projects (see Annexes IV and V) through the ULPGC Electronic Platform using the "Educational Innovation Project Application" procedure.
- 10.2 Participation in this call implies awareness and acceptance of these rules. Failure to comply with these regulations will result in ineligibility to participate in future calls or actions related to educational innovation for a period of two years not be able to participate in other calls or actions in the field of educational innovation within 2 years.









ANNEX II – Evaluation criteria for project applications

EVALUATION CRITERIA	ASPECTS CONSIDERED FOR MAXIMUM SCORE	
Learning improvement objectives and teaching justification	Clearly and concisely state the project's objectives for learning improvement and justify the educational need for its implementation.	
Proposed methodological changes or educational innovation method to apply	Describe the proposed methodological changes or the educational innovation method to be applied. The originality and innovative nature of the project will be assessed, as well as its exportability and replicability (possibility of applying the project in other contexts: subjects, areas of knowledge, degrees, universities, etc.).	15
3 Work plan	Based on what is included in section 2, provide a description and timeline of the activities to be carried out over the 2 years of the project, along with a description of the necessary resources to carry them out (content, ICT, etc.). The sustainability of the project will be evaluated in terms of its continuity over time (team commitment and requested budget) and the adequacy of resources to the objectives (according to the budget tables). The project should not be a mere repetition of activities from one course to another.	
 Expected results for teachers and students 	Define the expected results, how they will be measured, and their relation to the learning improvement objectives.	
5 Scope of innovation and dissemination of results	Specify the number of students / subjects / degrees / other groups who would benefit from the project. Present proposals for disseminating the project results in institutional repositories / talks / conferences / journals / open-access materials.	
6 Team composition and background	T leam composition, available resources, and requested resources—are they appropriate for achieving the expected	
7 Social commitment	Describe how the project promotes a university model that is committed and open to society, aligned with the Sustainable Development Goals (SDGs).	
8 Strategic interest for ERUA network	Indicate how the proposal contributes to enhancing the ERUA Network. Active participation of a school / faculty may be also included.	10
	Total Score	100





Annex III - Application Form ERUA2 Interuniversity Educational Innovation Project (PIE-ERUA2) Call 2025

[Name and Surname of coordinator from ERUA2 University_1] with ID [ID_Number_1] from University_1, [Name and Surname of coordinator from ERUA2 University_2] with ID [ID_Number_2] from University_2 (add as many as universities as required, minimum 2 ERUA2 partners).

STATE THAT:

Once the call for applications for Interuniversity Educational Innovation Projects has been opened.

REQUEST:

Accept the application form for the educational innovation project [name of the PIE] that is presented with the corresponding attached documentation.

[Date]

Signed. [ERUA2 University_1 Project Coordinator]

Signed. [ERUA2 University_1 Department Director of the Project Coordinator, ONLY if ULPGC is a partner]

Signed. [ERUA2 University_2 Project Coordinator]

Signed. [ERUA2 University_2 Department Director of the Project Coordinator]





Data from the Interuniversity Educational Innovation Project (PIE)

Title of the Educational Innovation Project:
Department of the ERUA2 University_1 Project Coordinator
Department of the ERUA2 University_2 Project Coordinator
Priority lines of action of the call. Point out what concerns:
☐ Service Learning.
☐ Project-Based Learning.
☐ Gamification.
□ Collaborative & Cooperative Learning.
☐ Flipped Classroom.
☐ Other methodologies.
Universities centres [Indicate the name of the School/s or Faculty/Faculties of
-
the ERUA2 universities if there are actions linked to these centers]





Project Description¹

1.- Learning improvement objectives and teaching justification

Include, in a clear and concise manner, the objectives of the project for the improvement of learning and justify the teaching need to carry it out. [10 points]

2.- Proposed methodological changes or educational innovation method to apply

Description of the proposed methodological changes or the educational innovation method to be applied. The originality and innovative nature of the project will be assessed, as well as its exportability and replicability (possibility of exporting the project by replicating it in other contexts: subjects, areas of knowledge, degrees, universities, etc.). [15 points]

3.- Work plan

Based on what is included in section 2, include the description and timing of the activities to be carried out in the 2 years of the project, and a description of the resources necessary to carry them out (content, ICT, etc.). The sustainability of the project will be assessed. Does it present continuity over time? (regarding the team's dedication and the requested budget) and the adequacy of resources to the objectives (based on the budget tables). It should not be constituted as a mere repetition of one course to another. [15 points]

4.- Expected results for teachers and students

Expected results, how they will be measured and related learning improvement objectives. [15 points]

5.- Scope of innovation and dissemination of results

Number of students / subjects / qualifications / others who benefit from the current application of the project. Proposals for dissemination of the project results in institutional repository / talks / conferences / magazines / open material. [15 points]

6.- Team composition and background

Work team background / experience in previous calls for Educational Innovation. Feasibility is studied (team composition, available resources and requested resources, are they appropriate to obtain the results?) [10 points]

7.- Social commitment

Description of how the project promotes a university model that is committed and open to society, aligned with the Sustainable Development Goals. [10 points]

8.- Strategic interest for ERUA network

Indicate how the proposal contributes to the enhancement of the ERUA Network. Active participation of a school / faculty may be also included. [10 points]

¹ The maximum number of pages of the project description (sections 1 to 8, not counting mobilities table) must not exceed 8 pages. Additional pages will not be assessed (Font: Trebuchet 10 p., Line spacing: 1.5). Delete guide text in italics after each section





Mobilities / Conferences Attendance / Meetings Attendance Table *

Concept	Year	Quantity
Mobility / Conference / Meeting	2025	
Mobility / Conference / Meeting	2026	
Mobility / Conference / Meeting	2027	

^{*} also include additional budget per year when available





Accordance

The undersigned show their agreement with participation in the Educational Innovation project requested.: [Title of PIE].

Name and surname	ID	Signature

[Date]





Annex IV - Justification Report for 202X Interuniversity Educational Innovation Projects Call ERAU2

Justification report

[Name and Surname of coordinator from ERUA2 University_1], holding ID [ID_Number_1] representing University_1, [Name and Surname of coordinator from ERUA2 University_2], holding ID [ID_Number_2], representing University_2 (Include additional universities as necessary, ensuring a minimum of two ERUA2 partners).

Las Palmas de Gran Canaria / [University 2 city], [date]

Signed, ULPGC Coordinator

Signed, [University 2] Coordinator





Report

Project development

[Describe the project development, methodology used, key results obtained, and conclusions. Maximum **4 pages. Font:** Trebuchet **10 pt**, **Line spacing:** 1.5.]

Recommendations

[Specify recommendations for improving the teaching practices involved and the corresponding implementation plan. Maximum 1 page. Font: Trebuchet 10 pt, Line spacing: 1.5.]

Results obtained, impact, and dissemination

[Indicate the results obtained, including publications in journals or books, presentations at conferences, etc., highlighting the impact and dissemination efforts. **No page limit. Font:** Trebuchet **10 pt**, **Line spacing:** 1.5.]





Anexo V - Memoria económica de la anualidad 202X Proyecto de Innovación Educativa ULL/ULPGC - Convocatoria 2025

Financial report

[Name and Surname of coordinator from ERUA2 University_1], holding ID [ID_Number_1] representing University_1, [Name and Surname of coordinator from ERUA2 University_2], holding ID [ID_Number_2], representing University_2 (Include additional universities as necessary, ensuring a minimum of two ERUA2 partners).

Las Palmas de Gran Canaria / [University 2 city], [date]

Signed, ULPGC Coordinator

Signed, [University 2] Coordinator





Justification report for expenses

Justification of the awarded amount					
Chapter 2					
	Consuma	able Materials			
Accounting		Descripction		Amount (€)	
reference					
_					
		Subtoto	al Chapter 2		
	Cho	apter 6	,		
Inventory Materials					
Accounting	Descripction			Amount (€)	
reference	·				
-					
		Subtoti	al Chapter 6		
		Subtott	TOTAL		
Coordin	nator	V°B° [seen and approved] of the			
[PIE title and	reference]	Department Director			
		[Name			
Las Palmas de Gran Canaria, [date]		Las Palmas de Gra		[date]	
			· -	-	
Signed: [Name and Surnames]		Signed Departmen	nt Director		