

UNESCO CHAIR OF HIGHER EDUCATION MANAGEMENT

Technical University of Catalonia



**ANNUAL REPORT
2003-2004**



UNESCO Chair
of Higher Education Management



TECHNICAL UNIVERSITY OF CATALONIA



| | |
|--|----|
| INTRODUCTION..... | 3 |
| MISSION | 4 |
| AREAS OF WORK..... | 4 |
| TEAM | 5 |
| TRAINING | 6 |
| 2003-2004 Training Programme..... | 6 |
| Master's Degree in University Management and Policy..... | 11 |
| Tailor-made training | 13 |
| ADVICE | 16 |
| NETWORKS | 18 |
| Network of Universities in the Quality Management Club | 18 |
| Quality-Training Network | 18 |
| UNESCO Chair Network..... | 18 |
| GUNI (Global University Network for Innovation) | 19 |
| PUBLICATIONS | 21 |



INTRODUCTION

The purpose of this document is to introduce you to the activities that the UNESCO Chair of Higher Education Management (CUDU) of the Technical University of Catalonia (UPC) carried out over the 2003-2004 academic year. At the Chair, we continued to work on the initiatives that were already underway, and of course we also embarked on new endeavours in the fields of management and university policy. In technical matters, the CUDU supports higher education institutions that believe they should be striving to fulfil society's requirements and thus improve the service they provide.

During the past academic year, the CUDU renewed its commitment to the Global University Network for Innovation (GUNI), taking on the responsibilities of the secretariat and executive management. This led to the organisation of the International Barcelona Conference on Higher Education, whose theme is *The Social Commitment of Universities*. The Conference took place in Barcelona from 18 to 20 October 2004.

Joan Cortadellas

Technical manager of the UNESCO Chair of Higher Education Management

Technical University of Catalonia



The **UNESCO Chair of Higher Education Management** of the Technical University of Catalonia was established in 1998, as part of the **UNITWIN** programme of UNESCO university chairs, the aim of which is to act as a **tool for strengthening cooperation between universities** in order to promote the transfer of knowledge between them, and moreover, to foster academic solidarity throughout the world.

MISSION

To promote the quality, innovation and social commitment of higher education institutions in the area of management, through debate, the dissemination of policies, training, courses, consultancy and knowledge management, with the aim of fostering excellence.

The CUDU's motto is:
quality, innovation and social commitment.

AREAS OF WORK

- Strategic management at universities
- University policies and higher education funding
- Innovative organisation and management systems
- Knowledge management
- Integrated management of communication and marketing
- Good governance and accountability
- Universities and regional development
- Management of teaching and research

TEAM

- Director: Josep Ferrer Llop, Rector of UPC
- Coordinator: Albert Corominas, Vice-rector of Academic Planning at UPC
- Academic Director: Francesc Solé Parellada, director and promoter of UPC's Innova Programme
- Technical Head: Joan Cortadellas
- Technical Team: Judith Aguas (from June 2004)
- Anna M. Bonet
- Jordi Coletas (up to July 2004)
- M. Àngels Cortina Cunill (from June 2004)
- Jacqueline Glarner (until August 2004)
- Francisco López (from July 2004)
- Dolors Padrós (from April 2004)
- Lluís Recuenco (until March 2004)
- Ricard Vilalta

All the activities carried out by the CUDU during the 2003-2004 academic year may be divided up into four fields: training, advice, networks and publications.

TRAINING

2003-2004 Training Programme

Since its establishment, the CUDU organises courses and seminars that are addressed to heads and managers at higher education institutions, with the aim of covering their training requirements.

Strategic University Management Seminar for the Development of Managerial Teams (sixth edition, from 17 to 21 November 2003 and from 23 to 27 February 2004)

This seminar is designed for those people who work in university management, such as rectors, vice-rectors, managers, assistant managers and management teams in specific areas.



Its aim is to be a **meeting point**, and as such a setting that encourages **deliberation on strategic management systems** and reinforces the **training and career development** of university managers in Spain and Latin America.

By laying the theoretical foundations and providing the necessary tools, the aim of the programme is to establish a **reference framework** for strategic thinking and **to facilitate the sharing of experience** acquired in the university sphere.

The following main **topics** were addressed:

- the organisational design of a university and its relationship with the surrounding region
- strategic management and quality
- strategic approaches to teaching and research
- change management
- the features of management information systems
- communication and brand management
- funding, fundraising and resource management
- people management

This edition saw the participation of the following **institutions**:

- Fundació Pere Tarrés – Universitat Ramon Llull (Barcelona)
- Instituto Piaget (Cabo Verde)
- Instituto Profesional DUOC - UC (Chile)
- Patronat Municipal de l'Escola Universitària Politècnica de Mataró - UPC
- TRANS, S.L. (Barcelona)
- Universidad Austral de Chile
- Universidad Autónoma España de Durango (México)
- Universidad de Antofagasta (Chile)
- Universidad de Burgos
- Universidad de Córdoba
- Universidad de La Rioja
- Universidad de Talca (Chile)
- Universidad de Tijuana (México)
- Universidad de Yacambú (Venezuela)

- Univesidad del Valle del Momboy (Venezuela)
- Universidad Diego Portales (Chile)
- Universidad Don Bosco (El Salvador)
- Universidad Europea de Madrid
- Universidad San Martín de Porres (Perú)
- Universidad Tecnológica Vicente Pérez Rosales (Chile)
- Universidad Viña del Mar (Chile)
- Universitat Jaume I (Castelló)
- Universitat Politècnica de València

More than one hundred and fifty people, from seventy institutions, attended the six editions of the seminar.

Strategic University Management Seminar for Deans and Heads of Department (first edition, from 26 to 30 April 2004)

The CUDU had detected, in other seminars, that heads of unit in particular had increasing training requirements. Therefore, in order to broaden the training it offers and to adapt it to the specific needs of universities, the CUDU introduced this seminar for deans and heads of department, to help them in the fulfilment of their responsibilities and in the strategic management of their units.

The seminar aims to **forge alliances** between people from different universities who are moved by the same concerns, and to foster **the exchange of experiences, interests, problems and solutions**, following an approach that combines presentations, practical experiences, training workshops and the presentation of management tools.



The programme includes the following **topics**:

- the organisational design of a university and its relation to the surrounding region
- strategic management and change management
- leadership
- the implementation of policies for education and research
- management information systems as planning tools
- communication for student recruitment
- funding and resource management
- people management

The following **institutions** participated in the first edition:

- Escola Universitària Politècnica de Mataró – UPC
- Fundació Escola Administració d'Empreses – UPC
- Fundació Blanquerna – Universitat Ramon Llull (Barcelona)
- Fundació Pere Tarrés – Universitat Ramon Llull (Barcelona)
- Instituto Profesional Virginio Gómez (Chile)
- Universidad Autónoma Metropolitana (México)
- Universidad de Cantabria
- Universidad de Castilla-La Mancha
- Universidad de Salamanca
- Universidad de Vigo
- Universidad del País Vasco
- Universidad Diego Portales (Chile)
- Universidad Económica Estatal (Bielorrússia)

- Universidad Pontificia Comillas (Madrid)
- Universidad Pública de Navarra
- Universitat Politècnica de Catalunya

Fundraising Seminar. Communication and Institutional Relations for Fundraising at Universities (19-21 May 2004)



Given that universities exist in a highly competitive environment and that they must also strive to secure different sources of income, due to limitations on the funding that they receive from the government, the CUDU

organised this seminar, which was directed at university managers and staff members in charge of communication. The aim was to help them to introduce mechanisms and strategies for fundraising.

The approach involved the following:

- **Presentations**, in which theoretical references provided the framework needed to be able to place fundraising in context, as a significant aspect of a university's progress.
- **Practical experiences** at universities that have exemplified the various types of relationships that exist between universities and the social and economic actors in their environment.
- **Individual and group workshops**, which enabled the participants to consider and take on concepts and apply them to particular situations.
- **Tools** to help plan a fundraising campaign.

The following **institutions** took part:

- Fundació Blanquerna – Universitat Ramon Llull (Barcelona)
- Fundación General de la Universidad de Alicante
- Fundación Leonardo Torres Quevedo – Universidad de Cantabria
- Fundación Universitaria San Pablo – CEU (Madrid)
- Universidad Autónoma de Madrid
- Universidad Estatal a Distancia (Costa Rica)
- Universidad de Burgos
- Universidad de Deusto – Campus de San Sebastián
- Universidad de Santiago de Compostela
- Universidad Pública de Navarra
- Universitat Autònoma de Barcelona
- Universitat de Girona
- Universitat de Lleida
- Universitat Oberta de Catalunya
- Universitat Politècnica de Catalunya

Master's Degree in University Management and Policy

The 2003-2004 academic year saw the start of the **third edition** of the Master's Degree in University Management and Policy, organised by the Fundació Politècnica de Catalunya, in collaboration with the CUDU, the UNESCO Chair of University Policy and Management at the Universidad Politécnica de Madrid and the Conselleria d'Universitats, Recerca i Societat de la Informació de la Generalitat de Catalunya.



This programme is addressed at **directors and managers at universities and managers, directors and analysts at governments and public institutions** who deal with aspects of higher education and

university policy. Its fundamental **aim** is to facilitate **training and career development** in the knowledge, abilities and techniques that enable management to be carried out in ways that are innovative, socially responsible and that account for changes in higher education.

The **programme** is divided into two modules, a module on **university policy**, which addresses topics such as university systems, university management and governance models, the internationalisation of higher education, the European area, science and technology policies; and another on **university management**, which includes topics such as the principles of strategic management, information and control systems, resource management, marketing and communication, quality management and managerial skills.

The programme combines face-to-face sessions with **projects** that are applied in the workplace, continuous assessment, a tailor-made list of contacts and the analysis of experiences and tools from various countries.

In this edition, members of the following **institutions** took part:

- Dirección General de Universidades e Investigación de la Comunidad de Madrid
- Instituto Profesional Dr. Virginio Gómez-Universidad de Concepción (Chile)
- Universidad de León
- Universidad de Cantabria
- Universidad Nacional Autónoma de México
- Universitat Autònoma de Barcelona
- Universitat Politècnica de Catalunya

Tailor-made training

During the 2003-2004 academic year, the CUDU provided the following universities and institutions with tailor-made training:

- **Universidad de Burgos:** strategic planning course for the governing body and heads of unit.
- **Universidad Pública de Navarra:** strategic planning course for the governing body and heads of unit.
- **Universidad de La Rioja:** strategic planning course for the governing body and heads of unit.
- **Universitat Internacional de Catalunya:** strategic planning course for the governing body and heads of unit.

- **Universidad de Cádiz:** group motivation techniques. Participation in the working session on strategic planning (4 September 2003), which all the members of the Board of Management attended.
- **Universidad Carlos III de Madrid:** training programme in science and technology management for research fellows in the Comunidad Autónoma de Madrid. Presentations on quality management at universities (27 October 2003, 17 March 2004).
- **Universidad Europea de Madrid:** seminar on management-enhancing tools, for the first levels of administrative and service staff and to some managers of academic units (1 and 2 December 2003).
- **Universitat Jaume I:** training session on *benchmarking*, for heads of administrative and service staff units and academic managers (16 July 2004).
- **Universidad de Murcia – Universidad Politécnica de Cartagena:** seminar on strategic planning and improving quality at universities, organised by the Consejería de Educación y Cultura de la Comunidad de Murcia, which the governing bodies of both universities participated in.
- **Universidad Rey Juan Carlos:** session on strategic planning, for the university's governing body (23 January 2004).



- **Universidad de Vigo:** Fifteenth Training Session of AUGAC, the Association of Communication Bureaus at Spanish Universities and Research Centres. Presentation on “Assessment, the First Step in Improving the Quality of University Communication” (28 May 2004).
- **Universidad Autónoma de Juan Misael Saracho, Tarija, Bolivia:** making the most of his stay at the university to advise the governing body on the drafting of a programme-contract with the Prefecture of the Department of Tarija, CUDU technical manager Joan Cortadellas also oversaw several training sessions for all the members of the university community on strategic management and quality. (5-9 July 2004).
- **Conferencia Iberoamericana de Rectores i Responsables de Relaciones Internacionales,** organised by the Universidad de Santiago de Compostela. Presentation by the academic director of the CUDU, Francesc Solé Parellada, on “Fundraising Today and Tomorrow” and of the technical manager of the CUDU, Joan Cortadellas, on “Excellence in University Management: The Application of the EFQM Model” (19-21 February 2004).
- **Montiliví Secondary School, Girona:** “Change Management for Personal Growth”. Training session for all the members of the school's Teachers' Council (20 April 2004).
- **Quercus Secondary School, Sant Joan de Vilatorrada:** “Strategic Management and Total Quality”. Third Training Session on Quality (3 September 2003), which was attended by all the members of the school's Teachers' Council.

ADVICE

During the 2003-2004 academic year, the CUDU advised and assisted the following universities on technical matters:

- **Universidad de Burgos:** participation in the drafting and deployment of the strategic plan, including working sessions and technical sessions with the members of the board of managers and the board of governors, as well as open workshops for all university members.
- **Universidad Pública de Navarra:** participation in the drafting and deployment of the strategic plan, including working sessions and technical sessions with the members of the board of managers and the board of governors, as well as open workshops for all university members.
- **Universidad de La Rioja:** participation in the deployment of the strategic plan, including working sessions and technical sessions with heads of unit, as well as open workshops for all university members.
- **Universidad Europea de Madrid:** SWOT analysis session for the members of the board of managers, for the review of the strategic plan (30 September 2003).



- **Universitat Internacional de Catalunya:** SWOT analysis sessions for the members of the board of governors, and three work groups for all university members, for the review of the Strategic Plan (16-23 September 2003).

- **Universidad Autónoma Juan Misael Saracho, Tarija, Bolivia:** two Cooperation projects were carried out at the university: the first involved training three lecturers, who stayed at UPC for ten days, as part of their project, Euneva (University Strategy for the Teaching of Values), in December 2003.

In July 2004, the technical manager of the CUDU, Joan Cortadellas, travelled to Tarija to help the governing body of the university to draw up a programme-contract with the Prefecture of the Department of Tarija, for the channelling of additional financial resources on a yearly basis.

- **Faculty of Mathematics and Statistics, UPC:** working session for the drafting of their strategic plan, which the management body attended in full (5 September 2003).
- **Language and Terminology Service, UPC- UPC.** The CUDU advised this service during the process of drawing up its strategic plan, by overseeing working sessions and supervising the drafting of documents.

NETWORKS

Network of Universities in the Quality Management Club

- Participation in the working sessions of the Quality Management Club's Products and Services Committee, along with representatives from Ericsson España, Red Eléctrica de España and Siemens.

Quality-Training Network

- Organisation and participation of the following working sessions:
 - 25 November 2003. At UPC, a introductory presentation on Sis-Sigma by Xavier Tort-Martorell, a lecturer at UPC's Department of Statistics and Operations Research.
 - 12 February 2004. At the EAE (School of Business Administration), a presentation by Chris Lewis, a lecturer at Nottingham Trent University, on the system of university quality in the UK.

UNESCO Chair Network

- Participation in the meeting held on 25 November 2003, in which the following topics were discussed: the exchange of information between UNESCO Chairs in Catalonia; the agreement between the Conselleria d'Universitats, Recerca i Societat de la Informació (DURSI) de la Generalitat de Catalunya and the UNESCO Centre of Catalonia, to promote the establishment of new Chairs; the international nature of the Chairs, and the creation of the committee to coordinate the various Chairs.

- Participation in the meeting held on 2 April 2004, in which the following topics were discussed: the information provided by the DURSI to lend support to the Chairs; the initiatives taken by the UNESCO Centre to improve their situation; the organisation of yearly working sessions and of the meeting of the coordinating committee with the DURSI on 20 April 2004.

GUNI (Global University Network for Innovation)



The GUNI is an international network created in 1999 by UNESCO, the United Nations University and UPC.

Its main goal is to promote and officially monitor the agreements made at the World Conference on Higher Education in Paris in 1998.

From its establishment, the GUNI has received logistic support from UPC, which, through the CUDU, has permanently taken on the secretariat and executive management.

From June 2004 onwards, UPC has renewed its commitment to UNESCO and its support of the GUNI project by working to consolidate its founding principles and towards the definitive establishment of a worldwide innovation network as intended.

In answer to this renewed commitment, the Rector of UPC, Josep Ferrer Llop, during his speech at a meeting of higher education managers, held at the UNESCO headquarters in Paris from 23 to 25 June 2003, reported on the GUNI's activities and their more immediate projects.



The first, decisive steps in setting up these new projects were taken at the meeting of the executive committee of the GUNI, held in Barcelona on 24 October 2003, at which the following initiatives were approved:

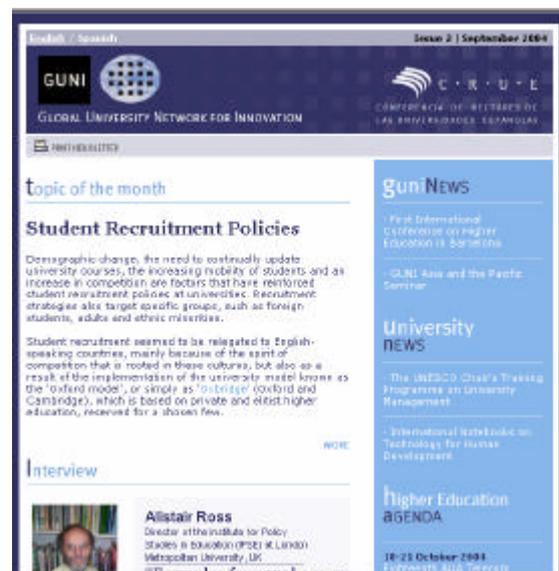
- The organisation of the **First International Barcelona Conference on Higher Education**, entitled "*The Social Commitment of Universities*", which took place in Barcelona from 18 to 20 October 2004.
- The drafting of the first **World Report on Higher Education**.
- The creation of **International Observatory of Best Practice in the Social Commitment of Universities**.

PUBLICATIONS

Higher Education Newsletter

The Higher Education Newsletter is an information and knowledge network service, which is the result of collaboration between the GUNI, the CUDU and the Conference of Spanish University Rectors (CRUE). It is directed at all the groups, institutions and people who wish to receive regular information on aspects related to university life.

In June 2004, a new focus was given to the newsletter with the aim of disseminating and raising awareness of news topics that concern universities worldwide and particularly of aspects relating to *the social commitment of universities*. This new stage sees the newsletter broaden its content and integrate the viewpoints of the regional GUNI networks.



During the 2003-2004 academic year, the following newsletters were written:

- Issue 29, 30 August 2003. Research, Development and Innovation at Universities and Enterprises.
- Issue 30, 10 October 2003. Fundraising at Universities.
- Issue 31, 23 January 2004. The Consolidation of *E-Learning*.
- Issue 32, 23 February 2004. New Technologies: Adapting to Students.
- Issue 33, 30 March 2004. University Rankings.
- Issue 0, June 2004. New newsletter, new focus.
- Issue 1, July 2004. Initiatives for disabled students.



UNESCO Chair
of Higher Education Management



TECHNICAL UNIVERSITY OF CATALONIA

Jordi Girona, 31

Edifici CH

E - 08034 Barcelona

+ 34 93 401 58 46

+ 34 93 401 07 71

info.cudu@upc.es

www.upc.edu/cudu