

# Annual Report

## 2004 - 2005

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Càtedra UNESCO  
de Direcció Universitària



UNIVERSITAT POLITÈCNICA DE CATALUNYA





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## Introduction

In this report we summarise the activities carried out by the UNESCO Chair of University Management (CUDU) of the Technical University of Catalonia (UPC) during the 2004-2005 academic year.

The CUDU continued to focus its activities on training for Spanish and Latin American university management staff, but it also broadened its area of influence by incorporating the professional team who previously managed international projects in the Training of Trainers Unit. The CUDU carried out projects funded by the European Union (ALFA, TEMPUS, Leonardo, Socrates and e-learning projects), as well as projects funded by the Spanish International Cooperation Agency. These projects were carried out in collaboration with universities from 24 countries: Germany, Argentina, Austria, Brazil, Chile, Cuba, Ecuador, Slovakia, Finland, France, the Netherlands, Hungary, Ireland, Italy, Lithuania, Malta, Peru, Portugal, United Kingdom, Romania, Russia, Turkmenistan, Uruguay and Uzbekistan.

Its seminars were attended by managing staff from 34 Spanish universities as well as from Andorra, Chile, El Salvador, Mexico, Peru, Portugal and Venezuela. For the first time the Seminar on Strategic Management included an edition in Madrid, which was held in collaboration with Antonio de Nebrija University, the Conference of Rectors of Spanish Universities (CRUE) and the Rafael del Pino Foundation. It continued to provide tailor-made training and technical assistance as requested by universities in Brazil, Chile, Spain and Peru.

The CUDU collaborated actively in the re-launching of the Global University Network for Innovation (GUNI), taking on the executive management and the permanent secretariat until April 2005. The first International Barcelona Conference on Higher Education in October 2004 was the starting point for two important projects centred on the social commitment of universities: the World Report on Higher Education and the International Observatory of Best University Practices.

Also included in this report are the new activities that have been organised for the 2005-2006 academic year: the online edition of the Master's Degree in University Management, a programme in Cuba with the Universidad de Matanzas "Camilo Cienfuegos" and new training programmes called "training capsules".

Joan Cortadellas

Technical Manager of the CUDU

## History

The Technical University of Catalonia's UNESCO Chair of University Management was created in 1998 within the framework of the UNITWIN/UNESCO Chairs programme, which was created in 1992 by UNESCO.

This programme aims to foster interuniversity cooperation by putting the emphasis on the transfer of knowledge and promoting academic solidarity between universities around the world.

The network started in 1992 with 17 chairs and now has more than 590. Its projects currently involve more than 600 institutions in 121 different countries around the world. There are five at UPC.

The UNESCO Chair of University Management operates in the Higher Education division, which comprises 37 institutions from Algeria, Argentina, Australia, Brazil, Colombia, Croatia, Cuba, United Arab Emirates, Spain, United States, Great Britain and Northern Ireland, the Netherlands, Mauritius, Mexico, Poland, Romania, Russia, Ukraine, Uruguay, Venezuela and China.

## Aim

To promote quality, innovation, social commitment and excellence in higher education institutions in the fields of management and administration, through debate, the dissemination of policies, training, education, advice and knowledge management.

The CUDU's motto is

**QUALITY, INNOVATION AND SOCIAL COMMITMENT.**

## Work Areas

- Strategic university management
- University policy and higher education financing
- 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



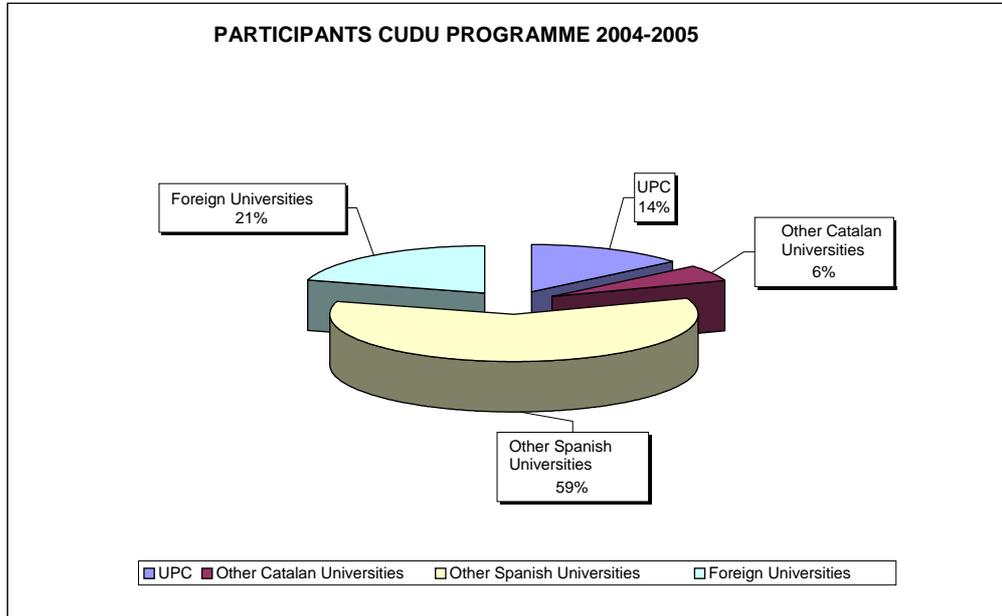


## Team

Director	Josep Ferrer Llop, rector of UPC
Coordinator	Albert Corominas, vice-rector of Academic Planning at UPC
Academic manager	Francesc Solé Parellada, director and promoter of the INNOVA Programme
Technical manager	Joan Cortadellas
Assistant technical manager	Marisa Juste (from September 2004)
The CUDU's technical team	Judith Aguas Anna M. Bonet Alícia Berlanga (from June 2005) Elena Galindo (from September 2004 until April 2005) Dolors Padrós (until January 2005) Elisenda Ros (from January 2005) Dolores Rejón (from December 2004) Geny Saavedra (from September 2004) Ricard Vilalta
Scholarship holders	Maria Gallego (from May 2005)

## Activities

### Training



Source: Own production

## Seminar on Strategic University Management for the Training of Management Teams

Seventh edition

Module I 15-19 November 2004

Module II 24-28 January 2005

23 participants



This seminar was directed at **those in charge of university management**, including rectors, vice-rectors, managers and assistant managers. It aimed to be a **meeting point for critical thought** on the future of universities, and, by means of debate and teamwork, to identify the **key elements for strategic planning** that is of a high quality.

The focus of the programme continued to be the basic elements of university management (both theory and practice), although a new element was introduced with a view to developing the participants' management competencies and skills in sessions dedicated to analysing and reinforcing these skills.

In the area of **university management**, the following topics were dealt with:

- The current situation of higher education institutions and the new challenges posed by change
- How universities are organised and their relationship with the regions in which they are located
- Strategic management and quality
- Strategic approaches to teaching and research
- Change management
- Information services as aids to strategic management
- Brand communication and management
- Financing, resource management and fundraising
- People management
- The European Higher Education Area

In the area of **management skills**, the following topics were focused on:

- Creativity and innovation
- Negotiation
- Teamwork
- Interpersonal communication
- Interculturality



The **teaching staff** included Josep Coll (UPC), Albert Corominas (UPC), Joan Cortadellas (UPC), Jordi Costa (EADA), José Maria Gómez Gras (UMH), Jordi González (EAE), Xavier Guix (EADA), Vicente Hernández (UPV), John Kopetz (EADA), Lucía Langa (EADA), Xavier Marcet (LTC Project), Antonio Montañana (UJI), Joan A. Pastor (UIC), Franc Ponti (EADA), Vera Sacristán (UPC), Francesc Solé Parellada (UPC), Benjamín Suárez (UPC), Josep M. Terricabras (UdG) and Francisco Toledo (UJI).

The **participants** were from the following institutions:

- Instituto Politécnico de Leiria (Portugal)
- Universidad Autónoma de Baja California (Mexico)
- Universidad de Burgos
- Universidad Católica del Norte (Chile)
- Universidad Don Bosco (El Salvador)
- Universidad de la Frontera (Chile)
- Universidad de Madero (Mexico)
- Universidad Metropolitana Caracas (Venezuela)
- Universidad Politécnica de Cartagena
- Universidad Politécnica de Madrid
- Universidad de Salamanca
- Universidad San Martín de Porres (Peru)
- Universidad de Yacambú (Venezuela)
- Universitat Jaume I
- Universitat Politècnica de Catalunya
- TRANS (Barcelona)



## Seminar on Strategic University Management for Deans and Heads of Units

Second edition

21-25 February 2005

11 participants

This seminar, which was specifically directed at **deans, school directors, heads of department and those in charge of management units**, aimed to provide an arena for **critical thought and debate** and to **improve and optimise the management potential** of these university professionals through high-quality **strategic planning** by enabling them to meet challenges, solve problems and use advantages and opportunities to their full potential.



From left to right, Albert Corominas (coordinator of the CUDU) and Joan Cortadellas (technical manager of the CUDU).

The programme, as in that on the training of management teams, included theoretical and practical contents on university management and the development of the professional competence of the participants.

In the area of **university management**, the following topics were dealt with:

- The current situation of higher education institutions and the new challenges posed by of change
- How universities are organised and their relationship with the regions in which they are located
- Strategic and management quality
- Strategic approaches to teaching and research
- Change management
- Information services as aids to strategic management
- Contract-Programmes and the strategic planning of basic units
- The European Higher Education Area



In the area of **management skills**, the following topics were focused on:

- Creativity and innovation
- Negotiation
- Teamwork
- Interculturality



The **teaching staff** included Joan Carles Burón (UPC), Josep Coll (UPC), Joan Francesc Córdoba (UPC), Albert Corominas (UPC), Joan Cortadellas (UPC), Vicente Hernández (UPV), John Kopetz (EADA), Joan A. Pastor (UIC), Franc Ponti (EADA), Francesc Solé Parellada (UPC) and Benjamín Suárez (UPC).

The **participants** were from the following institutions:

- Universidad de Alcalá de Henares
- Universidad de Alicante
- Universidad de Cantabria
- Universidad Pública de Navarra
- Universidad de Sevilla
- Universitat d'Andorra
- Universitat Autònoma de Barcelona
- Universitat Politècnica de Catalunya

## **Diploma in High-Level University Management (Madrid)**

First edition

Module I: 7-11 February 2005

Module II: 11-15 February 2005

17 participants

After the success of the Seminar on Strategic University Management for the Training of Management Teams, and having broadened the target audience for strategic management training with the Seminar on Strategic University Management for Deans and Heads of Units, the CUDU diversified the training it provides with the Diploma in High-Level University Management. The Diploma, which was taught in Madrid, was organised in collaboration with the Antonio de Nebrija University and sponsored by the Rafael del Pino Foundation under the auspices of the Conference of Rectors of Spanish Universities (CRUE).

The aims of the programme were as follows:

- To improve training for leadership and university management.
- To spark debate concerning tools and processes for improving the efficiency of universities.
- To promote contact between business leaders and opinion leaders with managers of university teaching and research.

The programme, which was directed at **rectors, vice-rectors, managers, assistant managers, deans and heads of units**,



From left to right, Amadeo Petitbó, director of the Fundación Rafael del Pino, Juan Vázquez, president of the CRUE and Manuel Villa, rector of the Universidad Antonio de Nebrija.

comprised two **contact-learning modules**, each lasting one week. Prior to the course, however, the participants were given a **reading list** and were asked to comment upon the works selected. Additionally, they were asked to carry out a **SWOT analysis** of their university and later, in order to gain the Diploma, to present a project for its improvement.

The main themes in the contact sessions were the following:

- Universities and their organisational design
- Strategic management and quality
- Leadership for change management
- Strategic approaches to teaching, research and transfer
- Information services as aids to strategic management
- The European Higher Education Area
- Financing, resource management and fundraising
- People management
- Internal and external communication and brand promotion
- Career integration and the promotion of innovation

The **teaching staff** included Pedro Aguado (UNIZAR), Miguel Carmelo (UEM), Óscar Coduras (EAE), Josep Coll (UPC), Fernando Conesa (UPV), Joan Cortadellas (UPC), Jordi González (EAE), Gonzalo León (UPV), Xavier Marcet (LTC Project), Jorge Martínez (UPM), Antonio Montañana (UJI), Joan A. Pastor (UIC), Julián Pavón (U.Complutense Madrid), Francisco Rubio (UOC), José Ruiz Navarro (U. Cádiz), Vera Sacristán (UPC), Esteve Serra (EAE), Francesc Solé Parellada (UPC), Benjamín Suárez (UPC), Francisco Toledo (UJI), Silvia Zamorano (UPM) and Rafael Zorrilla (U. Carlos III).

In addition, at lunchtime **lunch/conferences** were held, which were attended by prestigious university professionals.

- Towards Other University Models. Gabriel Ferraté, rector of UOC.
- The Social Commitment of Universities. Josep Ferrer Llop, rector of UPC.
- The Latin American Higher Education Area. Félix García Lausín, adviser to the government's Presidential Cabinet.
- Assessment, Certification and Quality Assurance Agencies. Francisco Marcellán, director of the ANECA.
- A Review of Universities' Relations with the Public Authorities and Civil Society. Francisco Michavila, director of the UNESCO Chair of University Management and Policy at the Universidad Politécnica de Madrid.
- Society's Demands on Universities. Amadeo Petitbó, director of the Fundación Rafael del Pino.
- The Future of Spanish Universities. Juan Antonio Vázquez, president of the CRUE.
- Universities as Areas of Competence and Cooperation. Manuel Villa, rector of the Universidad Antonio de Nebrija.

The participants were from the following institutions:

- Universidad Alfonso X el Sabio
- Universidad Antonio de Nebrija
- Universidad Camilo José Cela
- Universidad de Castilla La Mancha
- Universidad Católica de Ávila
- Universidad Complutense de Madrid
- Universidad de Córdoba
- Universidad Europea de Madrid
- Universidad de Huelva
- Universidad Internacional de Andalucía
- Universidad de Oviedo
- Universidad de Santiago de Compostela
- Universidad de Valladolid
- Universidad del Valle de Toluca (Mexico)



## Seminar/Workshop on Strengthening Management Skills

First edition

2-4 May 2005

18 participants

From its extensive experience in training, the CUDU detected a growing **demand for training designed to strengthen the management skills** and professional competencies of university management teams. Therefore, in addition to complementing the seminars on strategic management with training in the main skills of good university management, the decision was



taken to hold a seminar/workshop exclusively aimed at **strengthening the management skills of university managers and administrators**, considering the fact that integral training must be based both on providing technical knowledge and on developing personal competence or, to put it simply, on what to do and how to do it.

This seminar aimed to provide a space in which the participants' could reflect upon the strengths and weaknesses **in their attitude to management** and improve their capacity to reorder behaviour, abilities and skills with a view to managing resources and people more efficiently.



The following **themes** were dealt with:

- The culture of change at universities
  - Leadership
  - Work teams
  - Communication skills
  - Motivation
- Supervision of meetings
  - Conflict prevention and resolution
  - Negotiation with work teams

The **lecturers** were Josep Borràs (EAE), Óscar Coduras (EAE) and Esteve Serra (EAE).

The participants were from the following **institutions**:

- Universidad de Alcalá de Henares
- Universidad de Almería
- Universidad Autónoma Metropolitana (Mexico)
- Universidad de la Frontera (Chile)
- Universidad de la Laguna
- Universidad de Málaga
- Universidad de Oviedo
- Universidad Pública de Navarra
- Universitat Autònoma de Barcelona
- Universitat de Barcelona
- Universitat Politècnica de Catalunya
- Universitat Politècnica de València



## Seminar on Internal Communication at Universities

Fifth edition

18-20 May 2005

18 participants

After dealing with subjects such as communication in student recruitment or fundraising, the CUDU dedicated the past edition of the Seminar on Communication to **internal communication at universities**.

The aim of the Seminar was **to analyse the strategic role of internal communication in university management and outreach**, as well as the importance of the entire organisation being involved in communication in order for it to achieve its objectives.

The Seminar was directed at **university managers** hoping to improve their skills and commitment to communication within their sphere and **those responsible for communication** at universities. The following **topics** were dealt with:



Xavier Marcet, managing director of the LTC Project and a frequent speaker at the CUDU's seminars.

- Corporate communication at universities
- Internal communication and people management
- Communication with students
- Internal communication and knowledge management
- Communication and change management at universities
- Internal crisis communication
- Communication and leadership

The **speakers** were Antoni Brunet (UOC), Joan Brunet (UPC), Alfons Cornella (Infonomia), Joan Elías (ICS), Àngels Ingla (UPF), Xavier Marcet (LTC Project) and Andrés Mazaira (U. Vigo).



The **participants** were from the following organisations:

- Universidad Camilo José Cela
- Universidad de Castilla La Mancha
- Universidad de Málaga
- Universidad Politécnica de Cartagena
- Universidad Pontificia Comillas de Madrid
- Universidad Rey Juan Carlos
- Universitat de Girona
- Universitat de les Illes Balears
- Universitat de Lleida
- Universitat Politècnica de Catalunya
- Universitat Politècnica de València
- UPCNet

## ***Tailor-made Training***

- **Pontificia Universidad Católica de Perú.** Seminar on Strategic University Management, for university managers, including rectors, vice-rectors, deans, heads of department and heads of administration. The CUDU's academic manager, Francesc Solé Parellada, the CUDU's technical manager, Joan Cortadellas, and the lecturer at the Department of Management, Josep Coll, participated (Lima, Peru, 15-19 September 2004).
- **Universitats de Galícia.** Working Sessions on Total Quality and Strategic Management, which were organised by the Agency for the Quality of the University System in Galicia. The CUDU's academic manager, Francesc Solé Parellada, gave a presentation on The Reasons for Strategic Management at Universities and the CUDU's technical manager, Joan Cortadellas, gave a presentation on The Deployment of a Strategic Plan (Baiona, 25-26 October 2004).
 
- **IES-SEP Mare de Déu de la Mercè.** Fourth Conference on Quality in Teaching and the Sharing of Experiences, which was organised by the Ministry of Education of the Autonomous Government of Catalonia. The CUDU's technical manager, Joan Cortadellas, gave a presentation on Continuous Improvement and Strategic Planning (Barcelona, 18 November 2004).
- **Universidade Federal de Santa Catarina.** Fourth International Symposium on University Management in South America, which was organised by UPC and the Universidad Nacional de Mar del Plata, in Argentina. The CUDU's technical manager, Joan Cortadellas, gave a presentation on Strategic Management in the Area of Administration (Florianopolis, Brazil, 8-10 December 2004).

- **Universitat Autònoma de Barcelona.** Seminar on Leadership for Change Management, which was organised by the Unit for Teaching Innovation at Universities (IDES). The CUDU's academic manager, Francesc Solé Parellada, the CUDU's technical manager, Joan Cortadellas, and the lecturers at the Department of Management, Josep Coll and Olga Pons, participated (Bellaterra, 31 January and 1 February 2005).
- **Universidad Politécnica de Cartagena.** Training Sessions on Strategic Planning for University Managers. The CUDU's academic manager, Francesc Solé Parellada, gave a presentation on University Management for Change and



Josep Maria Terricabras' Conference

the CUDU's technical manager, Joan Cortadellas, gave presentations on The Strategic Planning Process and Strategic Management in the Area of Administration (Cartagena, 14-15 February 2005).

- **Universidad Pública de Navarra.** Training Seminar for Deans and Directors of Schools and Departments. The CUDU's technical manager, Joan Cortadellas, participated (Pamplona, 14 March 2005).

- **Biblioteca Nacional de Catalunya.** Training Seminar on Management Skills for Library Managers. The CUDU's technical manager, Joan Cortadellas, the lecturers at the Department of Management, Josep Coll and Olga Pons, and the professors of EAE, Josep Borràs, Oscar Coduras and Esteve Serra, participated (Barcelona, 27-29 April 2005).



Esteve Serra (left) and Óscar Coduras (right), lecturers at the EAE and frequent speakers at the CUDU's seminars on management skills.

- **IES-SEP Francesc Vidal i Barraquer.** First Working Session on Innovation and Continuous Improvement at Schools, which was organised by the Institute of Education Sciences at the Universitat Rovira i Virgili. The CUDU's technical manager, Joan Cortadellas, gave a presentation on Strategic Management and Total Quality (Tarragona, 20 May 2005).

## **Technical Assistance**

- **Universidad de Burgos.** Participation in the second and definitive stage of drafting and implementing the Strategic Plan, which was publicly presented on 10 May 2005. The CUDU's technical manager, Joan Cortadellas, acted as a consultant.
- **Department of Electronic Engineering, UPC.** Working sessions for revising the Strategic Plan (22 and 28 October 2004).
- **UNESCO Chair of Technology, Sustainable Development, Imbalance and Global Change.** Working sessions for revising the Strategic Plan, which were attended by all staff members. The CUDU's technical manager, Joan Cortadellas, acted as a consultant (Rellinars, 9 February 2005).
- **Universidad Politécnica de Cartagena.** The CUDU participated in drafting and implementing the Strategic Plan, under the initiative of the Strategic Planning Office. The CUDU's technical manager, Joan Cortadellas, acted as a consultant.



Joan Cortadellas, technical manager of the CUDU.

- **Biblioteca Nacional de Catalunya.** The CUDU participated in the revision of the Strategic Plan. Several working sessions were held with managers and other staff to make a self-assessment. Three improvement groups were formed. The CUDU's technical manager, Joan Cortadellas, acted as a consultant.



- **Universidad de la Frontera, Temuco, Chile.** The CUDU participated in drafting and implementing the Strategic Plan. The CUDU's technical manager, Joan Cortadellas, acted as a consultant (4-8 April 2005).
- **Universidad de La Rioja.** A study of the workloads of the administrative and service staff, which was carried out by Ricardo de la Vega, a specialist at UPC's Organisation Area.

## ***Conferences and Working Sessions***

- **Presentation on the Current Situation of European Convergence in Spain** by Benjamín Suárez (coordinator of the European Convergence Programme



Benjamín Suárez, coordinator of the ANECA's European Convergence Programme and former commissioner of the European Higher Education Area at UPC.

of the ANECA and ex-commissioner of UPC's European Higher Education Area) within the framework of the Seminar on Strategic University Management for the Training of Management Teams (19 November 2004).

- **Presentation on Universities in the Twenty-First Century** by Josep Maria Terricabras (philosopher and director of the Ferrater Mora Chair of Contemporary Thought at the Universitat de Girona), as part of the Seminar on Strategic University Management for the Training of Management



Josep Maria Terricabras, philosopher and director of the Ferrater Mora Chair of Contemporary Thought at the Universitat de Girona.

Teams (28 January 2005).

- **Presentation on the Current Situation of European Convergence in Spain** by Benjamín Suárez within the Seminar on Strategic University Management for Deans and Heads of Department (25 February 2005).
- **Presentation on Socially Responsible Universities** by Mónica Jiménez (rector of the Universidad Católica de Temuco, Chile, and director of the *Universidad Construye País* project). The presentation was organised in collaboration with the Global University Network for Innovation and the UNESCO Chair of Education, Development, Technology and Financing Systems in Latin America at the Universitat Ramon Llull (27 May 2005).



Mónica Jiménez, rector of the Universidad Católica de Temuco, Chile, and director of the *Universidad Construye País* project.

- **University Working Sessions in Ribadesella.** Within the framework of the Diploma in High-Level University Management, the UNESCO Chair of University Management, together with the Universidad de Oviedo and the Instituto Nebrija de Dirección, organised the University Working Sessions in Ribadesella, which took place on 27 and 28 July. These working sessions, whose title was Aspects of University Management for Universities in the Twenty-First Century, brought together twelve Spanish rectors, the Councillor of Education and Science of Asturias, José Luis Iglesias Ríopedre, and other outstanding members of the Spanish university world. The working sessions were designed to be an area for reflection and debate on the major challenges to be faced by Spain's universities in the future, particularly financing, universities' contribution to development and the integration of university activities and the needs of Spanish society. The closing session was organised by the secretary of state for universities and research, Salvador Ordóñez. The participants included the rector of UPC, Josep Ferrer Llop, the CUDU's academic manager, Francesc Solé Parellada, and the executive manager of the GUNI, Joaquim Tres.

## ***International Projects***

### **ALFA Projects**

#### **EMERTEC Network: Network for the Intercontinental Promotion of Research in New Technologies for the Food Industry and University-Business Cooperation**

This project, for which UPC is the coordinator, is being carried out in collaboration with the Universidad Nacional del Sur (Argentina), the Pontificia Universidad Católica de Chile, the Pontificia Universidad Católica del Perú, the Universidad de la República (Uruguay), the Universidad Federal de Santa Catarina (Brazil), Wageningen University (the Netherlands) and University College Dublin (Ireland). Its aim is to develop a platform for exchange between European and Latin American universities and businesses to promote and discuss issues concerning new technologies in the food industry and to present them as viable alternatives to current food preservation processes (April 2004-October 2006).

### **TEMPUS Projects**

#### **Maracanda: University Libraries towards the New Millennium**

This project falls within the current education policy of Uzbekistan, which aims to consolidate the levels of education of the population and therefore support the



economic development of the country so that it can open up to international markets. The Uzbekistan authorities have found that reinforcing the higher education system is the key to gaining social acceptance of the change process that began in 1991 with the move

towards a market economy. Universities in Uzbekistan are aware of the problems and deficiencies of their libraries and of the potential of ICTs in helping to plan library

services. UPC is the coordinator of this project, in which Trinity College Library Dublin-University of Dublin (Ireland) and Samarkand State University (Uzbekistan) also participate, and its main aim is to adapt the management and organisation of the libraries using new information technologies and innovation processes (25 July 2003-30 October 2006).



### **TETC (Turkmen Economy Training Centre)**

The aim of the TETC project is to advise and train the staff of the Turkmen Institute for National Economy and the Turkmen Institute of Transport and Communications (both specialised in first and second cycle economics and management courses) in preparing, designing, implementing and monitoring postgraduate courses in economics and management, with the final aim of strengthening institutions in Turkmenistan by training their managers and leaders. UPC is the coordinator and the Turkmen Institute for National Economy (Turkmenistan), the Turkmen Institute of Transport and Communications (Turkmenistan) and the Institut National Polytechnique de Grenoble (INPG, France) also participate in the project (October 2003-December 2006).



On either side, the French members of the TETC project and from left to right, Marisa Juste, assistant director of the CUDU, and Eulàlia Grifol and Josep M<sup>a</sup> Fuertes, UPC lecturers.

### **Educational Technology in Turkmenistan (ETT)**

This project, which is complementary to the Turkmen Economy Training Centre, aims at introducing and using ICTs in higher education in Turkmenistan as a tool for developing the region, by training lecturers how to use these resources and thus contributing to the improvement of higher education in Turkmenistan. UPC is the coordinator and manager and the Institut National des Sciences Appliquées (INSA) in Lyon (France), the Supreme Council on Science and Technology under the president of Turkmenistan, the Turkmen Institute of National Economy and the Turkmen State Institute of Transport and Communications also participate in the project (October 2004-December 2005).



### **Formation Continue Vecteur du Developpement de Polvolgie (FCVDP)**

The transformation of the Russian economy towards a market economy, which started at the beginning of the nineties, has been characterised by an extreme decrease in industrial and agricultural production in the Volga region. This phenomenon has generated a rapid decrease in the active population. However, since 2002, the Volga region has progressively recovered from the industrial recession and regained a degree of stability. The main aim of this project is to renew the lifelong learning structures of the universities in the Volga region, providing them with a system of quality and competencies, and therefore to contribute to the social and economic development of the Volga region. The Institut National Polytechnique de Grenoble is the coordinating institution and the other participants are UPC, the Centre Académique de Formation Continue (CAFOC) in Grenoble (France), the National Technical University of Saratov (Russia), the National Technical University of Astrakan (Russia) and the Academy of Architecture and Construction of Volgograd (Russia) (September 2003-December 2005).

## **International Cooperation Projects (AECI)**

### **Online Didactic and Technological Training for Teachers**

The main aim of this project was to provide teaching professionals with knowledge and skills so that they could contribute to improving the quality of teaching. The main topics were teaching practices, according to each area of expertise and the structure of each school; in-depth analysis of general and specific teaching issues; and the provision of technical support for the teaching problems that teachers encounter. UPC was the coordinator and the other members included the Universidad Nacional de Trujillo (Peru), the Pontificia Universidad Católica del Ecuador, the Instituto Superior Pedagógico Enrique José Varona (Cuba), the Universidad Politécnica de Valencia and the Universitat Rovira i Virgili (2001-2002 and 2004-2005 academic years).

## **Leonardo da Vinci Projects**

### **Occupational and Labour Resources (ROL)**

This project is linked to current penitentiary regulations that allow day release privileges to inmates if their personal circumstances and sentence enable them to have these privileges. It aimed to support the Ministry of Justice of the Autonomous Government of Catalonia in adapting the inmates to work life. The main objective was to design and implement a computer application for providing prisoners with career guidance and access to the job market. The institutions involved were C.e.k. Formación y Reciclaje Empresarial, S.L. (who is the coordinator), UPC, CNA CEFAG in Paris (France), INALTO, s.r.l. in Rome (Italy) and the Education Unit at Cork Prison (Ireland) (January 2001-December 2004).

### **“Overcoming Intercultural and Linguistic Barriers in Continuously Accessible VGC”**

The focus of this project is to promote vocational guidance that is open, flexible and adapted to the needs of the different situations that are arising as a result of the increase in mobility in Europe. The main aim is to carry out a systematic analysis of career orientation and advice systems in order to compile an online glossary of the main concepts in the field, as well as a manual. The participants are the Vytauto



Didziojo Universitetas (Lithuania), UPC, Careers Europe (a division of Careers Bradford Limited, UK), the Institut de Formation et de Promotion des Adultes (IFPA, France) and the Europäische Bildungswerke für Beruf und Gesellschaft e.V. (EBG, Germany) (October 2003-December 2005).

### **IFP & PMI: Professional Competencies and Credit units in Craft firms and SMEs**

This project is part of the Action Plan of the European Council of Barcelona, whose main aim is to promote a more open and accessible European job market by adapting occupational training to the job market. The aim is to promote continuous training for acquiring skills that are more suited to new work environments, such as certifying competencies. The general objectives are as follows:

- To analyse and compare the results of research into new ways of learning and training in organisations that promote learning in general and learning in the workplace.
- To devise a common reference framework for the skills of teachers as providers of learning.
- To propose and design methods and tools for assessing and validating the skills acquired.
- To exchange and implement experiences and materials.

The coordinator is Ente Nazionale Confederale di Formazione Professionale per l'Artigianato e le Pmi (ECIPA-CNA, Italy) and the participants are UPC, Training Fund Management (AGEFOS-PME, France) and the Consiliul National al Intreprinderilor Private Mici si Mijlocii din Romania (CNIPMMR, Romania) (December 2004-December 2006).

## **Socrates Projects**

### **Training Materials for Secondary School Initial Teachers Training to Cope with Diversity (DIVERMATTIT)**

The quality of secondary education in Europe offers students who are training to become teachers a broad, solid, rigorous initial training. One of the biggest difficulties for these students when they begin to practise is that there are few resources and strategies to face the diversity of the classroom. The main aim of the project was to develop training materials that take diversity into account (interculturality, coeducation, conflict resolution in the classroom, learning progress and diversity management at the school level). UPC was the coordinator and manager. The other institutions involved in the project were the Universitatea din Pitesti (Romania), King's College London (UK), FONTYS Hogescholen, Tilburg (the Netherlands) and the Institut Universitaire de Formation des Maîtres, Marseille (France) (October 2001- December 2004).

### **Online Tutors. Online Training, Resources and Methodologies**

This aim of this project, in which the Pädagogische Akademie des Bundes in Salzburg (Austria), the Consorzio per a la ricerca e l'educazione permanente (Italy), the Sinergia per la Formazione (SINFORM, Italy), the Universidade Nova de Lisboa (Portugal) and the Universitatea Transilvania Brasov (Romania) participated as members and UPC was the coordinator, is to define the skills and profile of this new kind of tutor in online educational environments, and then provide the tutors with the appropriate training and methodological resources and tools needed to carry out their tasks, thereby improving the quality of distance education and the use of ICTs (October 2002-January 2005).

## European e-learning Projects

### ETTNET

The aim of this project is to create a portal in the CEDEFOP website with innovative tools for managing and improving e-learning, with resources for teachers, innovative training in e-learning management, quality management systems for e-learning projects, new professional skills, collaborative learning tools and future e-learning possibilities. CEDEFOP is the European Centre for the Development of Vocational Training, whose aim is to promote cooperation at a European level in career training. The coordinator of the project is the Istituto per lo sviluppo de la Formazione dei Lavoratori (ISFOL - Italy) and the other participants are UPC, the University of Greenwich (UK), the Institut Supérieur des Métiers (France), the European Institute for e-learning (EIfEL, France), the European Distance and e-Learning Network (EDEN, Hungary), the National Board of Education (Finland) and the University of Surrey (UK) (March 2003-December 2005).

### ETTCAMPUS

The main aim of this project, in which the coordinator is the National Board of Education (Finland) and the participants are UPC, the Malta Employment and Training Corporation (Malta), the Hungarian National Observatory (Hungary), the University of Greenwich (UK), the Institut Supérieur des Métiers (France), the Istituto per lo sviluppo de la Formazione dei Lavoratori (ISFOL, Italy), the Comenius University Slovakia (Slovakia), the European Institute for e-learning (EIfEL, France) and the European Distance and e-Learning Network (EDEN, Hungary), is to develop and consolidate a European online campus that will provide teachers and trainers with the most advanced tools for collaborative and cooperative learning. This project was designed thanks to the success of the ETTNET project, which will enable the portal created in CEDEFOP to be transferred to an independent website that will not only include training resources but also courses and advice. (February 2005-December 2006).

## New Projects in Progress

The CUDU, which aims at constant improvement and adapts to the changing needs of managers and directors of Spanish and Latin American universities, worked during the 2004-2005 academic year on the preparation of new educational activities for the coming academic year. Several examples of these are provided below.

### ***e-Master's***

As a result of its longstanding experience in training university managers and adapting to their training needs and requirements, the CUDU decided to begin the online Master's Degree in University Management in 2006, which will be awarded by UPC.

The Master's Degree responds to the need to create an innovative training course in the field of university management that allows people from Latin America and Spain to participate without having to travel, with contents that can be worked on at a distance with group learning in an online campus.

Enrolment in this programme is not on an individual basis but rather as a group. It is the university that decides to do the course and chooses a group of between 3 and 10 people to follow the programme. Therefore, there will be an institutional commitment



from the universities involved, with an overall content (programme and live experience) that brings value to the institution.

The work method will be teamwork guided by a tutor who will encourage and motivate the group

to follow the programme, as well as individual work on the online campus.

The programme is directed at:

- Management staff of higher education institutions in both the public and private sectors (rectors, vice-rectors, managers, deans, heads of schools, etc.)
- Directors, managers and heads of technical teams in government and public institutions who are interested or skilled in the field of higher education
- Managers of higher education institutions

The programme spans three years and has a modular structure of two postgraduate degrees plus a thesis. The study load is 600 hours and this includes theoretical and practical contents as well as the final thesis. The contents deal with the following aspects:

- University systems and their evolution in an international context
- University governance and management
- Strategic approaches to teaching
- Strategic approaches to research and research transfer
- Strategic university planning
- Process analysis and improvement
- University quality, assessment and accreditation
- Management and economic and financial administration
- People management
- Management skills



The assessment of the programme will combine continuous practical assessment (which will consist of various exercises and case studies in each module) and the assessment of the final thesis.

## ***Cuba: The University Perspective***



During the past academic year, the CUDU and the Universidad de Matanzas “Camilo Cienfuegos” designed this seminar, which is planned for next year.

This international seminar, entitled Cuba: The University Perspective, is designed as an activity for getting closer to Cuban universities and their environment by contacting several universities and prestigious professionals in Cuba. It is based on the idea that universities have to improve and grow through contact with other universities and with their environment (culture, society, economy and politics).

The Seminar, directed at the entire Spanish and Latin American university community, will be a combination of conferences, debates, workshops and visits. It is a good opportunity for all participating universities to choose a member of their community to attend this seminar, which would give them special recognition and a stimulus for the development of their work activity.

The conferences and workshops are structured around three areas:

- University management
- Literature, history, art and cinema
- Economics, sociology and politics



The organised visits will be as follows:

- Universidad de Matanzas “Camilo Cienfuegos”: the rectorate, lecturers and students
- Universidad de La Habana: the rectorate, lecturers and students
- Universidad de Pinar del Río: the rectorate, lecturers and students
- The city of Matanzas
- The city of Havana, guided by a representative of the Office of the City’s Historian
- The city of Pinar del Río
- The Viñales valley
- Museums
- Other cultural activities

## ***Training Capsules***

This project was born from the idea of holding single-themed training sessions in response to the needs of the participants for specific information on specific themes, especially professional competencies and management skills.

The aim of the capsules is to transmit concepts and skills on specific themes. The capsules can be taken individually or various capsules can be combined.

The subjects that are being prepared for the 2005-2006 and 2006-2007 academic years are the following:

- Management skills
  - Teamwork
  - Interpersonal communication
  - Motivation
  - Negotiation
  - Conflict prevention and resolution
  - Public presentations
  - Organisation of meetings

- Background subjects
  - Sustainable development
  - Career guidance and integration
  
- Tools
  - Benchmarking
  - Service charters
  - Process maps



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