



Report

Course
2005-2006

UNESCO Chair of Higher Education Management



Summary

Presentation.....	2
History	3
Mission	3
Working Areas	4
The Team	5
Activities	13
Training	13
Permanent Education:	13
Seminar of Strategic Management for Universities.....	14
Diploma of Senior Management of Universities. Madrid.	16
Communication Seminar: ICT in university communication	19
Tailored training	21
Lectures and meetings	22
Technical Assistance	26
International Projects.....	29
New Projects	29
Projects in progress during the course 2005-2006.....	32
Projects ended during the course 2005-2006.....	35
Research	39
Publications.....	39
Chapters of published books	39
Magazine articles:.....	40
Executed Research:	41
International network cooperation	41
Inter-university development centre (CINDA).....	41
UNESCO Chair net	42

Presentation

A summary of the activities carried out by the UNESCO Chair of University management from the Polytechnic University of Catalonia (UPC) during the 2005-2006 course is presented in the following pages.

The Chair focused its activities on the education of university managers in Spain, Latin America and Central America.

Seminars were attended by managers from forty-seven universities, from Spain and also from Argentina, Colombia, Cape Verde, Costa Rica, Guatemala, Mexico, Panama, Peru, Dominican Republic, Venezuela and Chile. The first international Seminar of Strategic Management for Universities was organized in cooperation with the Inter-university development centre (CINDA), located in Santiago de Chile and for the second consecutive year the senior university management diploma course was given in Madrid together with Antonio de Nebrija University, University Rectors Assembly of Spanish Universities (CRUE) and Rafael del Pino Foundation.

At the same time we offered tailored education and also technical assistance requested by universities and institutions from Chile, Mexico, Peru, Portugal, Venezuela and Spain.

In the international projects area the Chair has continued developing its program in TEMPUS, LEONARDO AND E-LEARNING projects.

I would like to thank all the institutions that have cooperated in some way and all the people that have offered us their collaboration and experience.

Joan Cortadellas
CUDU Technical Manager

History

The Unesco Chair for University Management was created in 1998 in the Polytechnic University of Catalonia (UPC) framed in the UNITWIN/UNESCO Chairs Program. This program aims to contribute to the development of inter-university cooperation and foster academic solidarity among universities worldwide.

Since 1992 - when the net included seventeen chairs - the net has reached over five hundred and ninety universities, whose main projects involve today more than six hundred institutions in one hundred and twenty-one different countries around the world. UPC, specifically, counts with five UNESCO Chairs.

UNESCO Chair for University Management belongs to the High Education Group encompassing thirty-seven institutions from Argelia, Argentina, Australia, Brazil, Colombia, Cuba, Arabic Emirates, Spain, the United States, the United Kingdom and Northern Ireland, Holland, Mauricio, Mexico, Poland, Rumania, Russia, Ukraine, Uruguay, Venezuela and China.

Mission

The UNESCO Chair for University Management of UPC mission aims to foster the quality, innovation and social commitment of high level educational institutions in the field of management by means of debate, policy dissemination, training, studies, assistance and knowledge management to promote excellence.

Our motto is:

QUALITY, INNOVATION AND SOCIAL COMMITMENT.

Working Areas

Main working areas developed by our Chair encompass:

- Strategic planning and management of the universities
- University policy and higher education financing
- Innovative systems in organization, management and administration of universities
- University quality assessment
- University and regional development
- Education and Research management and administration
- Knowledge management in higher education institutions
- Corporate communication and marketing of the universities
- Good governing and reporting

The Team

Person in charge:	<ul style="list-style-type: none"> ■ Antoni Giró, rector of the UPC (since 8th of March 2006) ■ Josep Ferrer, rector of the UPC (up to the 8th of March 2006)
Coordinator:	<ul style="list-style-type: none"> ■ Josep Casanovas, University Policy vice rector of UPC (since 8th of March 2006) ■ Albert Corominas, Academic Coordination vice rector of UPC (up to the 8th of March 2006)
Academic Manager:	<ul style="list-style-type: none"> ■ Francesc Solé, Chair holder of the UPC Management and Organization Department
Technical Director:	<ul style="list-style-type: none"> ■ Joan Cortadellas.
Technical deputy director:	<ul style="list-style-type: none"> ■ Marisa Juste
Technical and Administration team:	<ul style="list-style-type: none"> ■ Judith Aguas (up to February 2006) ■ Adolfin Arabí ■ Alicia Berlanga ■ Anna M. Bonet ■ Geny Saavedra ■ Elisenda Ros ■ Dolores Rejón ■ Ricard Vilalta (up to February 2006)
Scholars :	<ul style="list-style-type: none"> ■ Maria Gallego (until December 2005) ■ Ignasi Bertran (since January 2006)

Academic**Collaborators:**

- Miquel Amorós. Catalan Association for State owned Universities.
- Susana Arasa. University of Navarra.
- Eva Arderiu. Communication framework.
- Teresa Bofill. Polytechnic University of Catalonia.
- Cristina Bolívar. Cris Bolívar Consulting.
- Joan Carles Burón. Polytechnic University of Catalonia.
- Josep M. Cabré. Polytechnic University of Catalonia.
- Miguel Carmelo. Madrid's European University.
- Josep Cobarsí. Open University of Catalonia.
- Óscar Coduras Martínez. Business Administration and Management School.
- Josep Coll. Polytechnic University of Catalonia.
- Alfons Cornella. Infonomia.
- Albert Corominas. Polytechnic University of Catalonia.
- Eva Domínguez. La Vanguardia¹.
- Josep Duart. Open University of Catalonia.
- Emilio Eguí. University of Cantabria.
- Marcos Eguiguren. Polytechnic University of Catalonia.
- Dídac Ferrer. Polytechnic University of Catalonia.
- Josep Ferrer. Polytechnic University of Catalonia.

¹ Spanish newspaper

Academic**Collaborators:**

- Josep M. Fuertes. Polytechnic University of Catalonia.
- Juan Manuel García. GEC-Open University of Catalonia.
- Alfonso Garín. Polytechnic University of Catalonia.
- Eulàlia Grifull. Polytechnic University of Catalonia.
- Alberto Jorge. University Autònoma of Barcelona.
- Miguel León. Diego Portales University in Chile.
- Gonzalo León. Polytechnic University of Madrid.
- Dídac López. Computing Technicians Association.
- Manuel López. “Alfonso X El Sabio” University.
- Francisco López-Segrera. GUNI-Polytechnic University of Catalonia.
- Begoña Lozano. Malabars Information, SLL.
- Xavier Llinàs. Polytechnic University of Catalonia.
- Francisco Marcellán. National Agency for the quality evaluation and accreditation.
- Xavier Marcet. LTC Project.
- Emiliانا Marqués. Polytechnic University of Catalonia.
- Xavier Mas. Open University of Catalonia.
- Elisa Merino. Malabars Information, SLL.
- Francesc Michavila. Polytechnic University of Madrid.
- Joan Maria Miró. Polytechnic University of

Academic

Collaborators:

- Catalonia.
- Isabel Molas. MIB Consulting.
- Antonio Montañana. Jaume I de Castellón University.
- Juan Pedro Montañés. Comillas Pontific University.
- Joan Mundet. Polytechnic University of Catalonia.
- José María Ortiz. Antonio de Lebrija University.
- Lluís Pastor. Open University of Catalonia.
- Joan Antoni Pastor. Polytechnic University of Catalonia.
- Julián Pavón. Polytechnic University of Madrid.
- José Antonio Pérez. Polytechnic University of Valencia.
- Anastasi Pérez. Polytechnic University of Catalonia.
- Francisco Pérez. Valencia Institute of economical research.
- Juan Jesús Pérez. Polytechnic University of Catalonia.
- Roberto Revuelta. University of Cantabria.
- Santiago Roca. Polytechnic University of Catalonia.
- Jan Rombouts. International Consulting.
- Francisco Rubio. Open University of Catalonia.
- José Ruiz Navarro. University of Cadiz.
- Antoni Salamero. Polytechnic University of Catalonia.
- Vera Sacristán. Polytechnic University of

Academic

Collaborators:

- Catalonia.
- María Sanz Navarro. Infonomia.
- Esteve Serra. Business organization Institute.
- Anna Solans. Polytechnic University of Catalonia.
- Francisco Toledo. University Jaume I of Castellón.
- Joaquim Tres. Polytechnic University of Catalonia.
- Jordi Torner. Polytechnic University of Catalonia.
- Javier Uceda. Complutense University of Madrid.
- Belén Urosa. Comillas Pontific University.
- Lucas Van Wunnik. Polytechnic University of Catalonia.
- Miquel Valero. Polytechnic University of Catalonia.
- Ricard de la Vega. Polytechnic University of Catalonia.
- Manuel A. Villa. Antonio de Lebrija University.

Collaborating**Institutions:**

- AGEFOS PME (Gestion de Fonds pour la Formation dans les PME), Paris (France)
- Astrakhan State Technical University (Russia)
- Centre Européen pour la Formation Professionnelle (European Union)
- Comenius University of Slovakia (Slovakia)
- Rectors Assembly of Spanish Universities (Spain)
- Consiliul National al Intreprinderilor Private Mici si Mijlocii din Romania (Organización Nacional que agrupa las pyme en Rumanía), Bucarest (Rumania)
- E. G. B. Consulting, Berlin (Germany)
- Ente Nazionale Confederale di Formazione Professionale per l'Artigianato e le PMI, Rome (Italy)
- European Distance and E-Learning Network (Hungary)
- European Institute for E-Learning (France)
- Finnish National Board of Education, Helsinki (Finland)
- Forum Ciudades para la Vida (Peru)
- Rafael del Pino Foundation (Spain)
- Turkmenistan Foreign Secretary
- GRECO Campus Ouvert Interuniversitaire (France)
- Hungarian National Observatory for e-learning (Hungary)
- Institut National des Sciences Appliquées de Lyon (France)
- Institut National Polytechnique de Grenoble

Collaborating**Institutions:**

- (France)
- Institut Supérieur des Métiers, Paris (France)
- Polytechnic Nacional Institute of Mexico
- Istituto per lo Sviluppo de la Formazione dei Lavoratori (Italy)
- Malta Employment & Training Corporation (Malta)
- Turkmenistan Transport and Communication Office
- Turkmenistan Economy and Finance Office
- Turkmenistan Education Office
- Uzbekistan Education Office
- TACIS Office of the European Union in Uzbekistan - Europahouse (Uzbekistan)
- TACIS Office of the European Union in Turkmenistan (Turkmenistan)
- Perm State Technical University (Russia)
- Samarkand State University (Uzbekistan)
- Saratov State Technical University (Russia)
- South Ural State University, Chelyabinsk (Russia)
- Supreme Council of Sciences and Technology under the President (Turkmenistan)
- Sverdlovsk Region Ministry of International Relations (Russia)
- Trinity College of Dublin (Ireland)
- Turkmen Institute of National Economy (Turkmenistan)
- Turkmen Institute of Transport and Communication (Turkmenistan)
- Turkmen State University (Turkmenistan)

Collaborating

Institutions:

- Union of Industrial and Entrepreneurs of the Sverdlovsk Region (Russia)
- Antonio de Nebrija University (Spain)
- Private University Antenor Orrego (Peru)
- Université Catholique de Louvain (Belgium)
- University of Greenwich (England)
- Ural Region Ministry of Education (Russia)
- Ural State Technical University, Ekaterimburgo (Russia)
- Volgograd State Technical University (Russia)

Activities

The Chair activities are developed in the Polytechnic University of Catalonia both at local, national and international level.

These activities can be grouped as:

- Training or education
- Technical assistance
- International projects
- Thesearch

Training

Chairs organize training courses and seminars addressed to university managers, administrators and higher education scholars aimed at developing university management teams.

All activities carried out by the Chair can be framed into permanent education, tailored training and specific activities programs.

Permanent Education:

From the initial stages the Chair has been offering continuously courses and programs in fields such as:

- Strategic Management of Universities aimed at management teams development
- Communication and institutional projection of the university

Seminar of Strategic Management for Universities

The tenth Seminar edition took place within the reported period. The first module was covered from the 7th to the 11th of November 2005 and the second from the 23rd to the 27th of January 2006.

The above Seminar -addressed to the people in charge of the university management, as the rectors, vice-rectors, managers, assistant managers and other management positions- aims to become a meeting point for the reflection on the future of universities to facilitate by means of debate and team working, the key elements for a strategic planning of quality.

The program focused on the university management fundamentals (both in the theoretical and practical areas) and on developing the management competences and abilities of the participants, throughout sessions devoted to reinforce and analyze the mentioned skills.

Within the University Management area the following themes were dealt:

- The University change challenge
- Quality and strategic management
- The organizational design of the university and its relation with the territory
- The strategic planning process
- The teaching strategic approach
- The strategic approach of research and technology transfer
- Access to employment
- Brand management and communication
- The information systems for the strategic management
- Financing, resources allocation, budget and fund raising
- Social commitment of the university
- Personal policy in the knowledge society context
- Evaluation, certification and quality agencies

The management abilities worked out were:

- Emotional intelligence
- Leadership in the change management
- Problem solving
- Team working
- Personal communication
- Public presentations
- Meeting management
- Motivation
- Negotiation

During the Seminar there was an experience presentation on behalf of the participant universities and parallel workshops about UPC experiences.

The participant universities presented these experiences:

- “Pré-profissionalização”. Universidade Jean Piaget from Cape Verde.
- A university model by its campus design: the Sant Vicens de Raspeig campus and the virtual campus.
- The transparency values development and the reporting. University Jaume I of Castellón.
- “Programa de formación de la generación de relevo”. Universidad Pedagógica Experimental Liberador (Venezuela).
- “Net of innovating administration Centers”. University of the Vasque Country.

Faculty counted - among others - on: Miquel Amorós (UPC), Cristina Bolívar (Cris Bolívar Consulting), Óscar Coduras (EAE), Josep Coll (UPC), Albert Corominas (UPC), Joan Cortadellas (UPC), Ricard de la Vega (UPC), Francisco López-Segrera (GUNI), Francisco Marcellán (ANECA), Xavier Marcet (LTC Project), Joan Miró (UPC), Isabel Molas (MIB consulting), Antonio Montaña (UJI), Joan Mundet (UPC), Joan A. Pastor (UPC), Juan Jesús Pérez

(UPC), Vera Sacristán (UPC), Esteban Serra (EAE), Francesc Solé (UPC), Francisco Toledo (UJI) y Joaquim Tres (GUNI).

Fourteen people from the following institutions participated in the seminar:

- University of Jaén
- University of the Vasque Country
- Metropolitan University of education in Chile
- Experimental Pedagogical Libertador University (Chile)
- Jean Piaget University from Cape Verde
- University of Alicante
- University Jaume I of Castellón
- Polytechnic University of Catalonia

Diploma of Senior Management of Universities. Madrid.

The Senior Management diploma is taught in Madrid and is organized together with the University Antonio de Nebrija, Rafael del Pino Foundation sponsorship and under the auspices of the Spanish Universities rectors conference (CRUE).

The second edition of the seminar was held from the 6th to the 10th of February 2006 and from the 3rd to the 7th of April 2006, in the Rafael del Pino Foundation premises.

The program aims are:

- Improving the training for university management and leadership.
- Creating an environment for the debate on the instruments and processes to improve the universities efficiency.
- Facilitating the contact between the managerial and opinion leaders with the people in charge of managing the training and research processes within the universities.

This program, addressed to the rectors, vice-rectors, managers, assistant managers, rectors and unit managers- is divided into two weekly presence modules.

Participants must read some recommended readings and submit their reflections together with a DAFO of their respective universities. Thereafter, they must submit not only a project which aims to improve their own institutions but also an assessment memorandum for the project itself as a condition to obtain the degree.

During the presence sessions the following topics were developed:

- Quality and Strategic management
- Strategic planning process
- Strategic approach for teaching
- Research strategic approach
- Technology transfer strategic approach
- Internal and external communication and brand promotion
- University and territory: institutional and international relations
- Relation between the universities, public powers and civil society
- Strategic management of the units: centers, departments and units
- Information systems for the decision making process
- Management reporting support
- University financing
- Staff policies in the university within the knowledge society context
- Experiences of practical application of Bolonia directives. Pilot projects in the Spanish universities
- University management network
- ICT in the Twentieth Century University
- Access to labor and entrepreneurship spirit fostering
- The Latin-American space of higher education

Some skills worked on the course were:

- Emotional intelligence
- Motivation
- Empathy
- Leadership
- Quality and styles of management

Some lectures were given with important outstanding people as: Josep Maria Duart (Unesco Chair e-Learning from UOC coordinator), Josep Ferrer (UPC rector), Manuel López (president of AENOR), Francisco Marcellán (ANECA Manager) and Manuel Villa (president of Antonio de Nebrija Foundation).

Among the teachers there were some participants as: Joan Carles Burón (Polytechnic University of Catalonia), Miguel Carmelo (European University of Madrid) Joan Cortadellas (Polytechnic University of Catalonia), Josep Duart, (Open University of Catalonia), Emilio Eguía (University of Cantabria), Josep Ferrer (Polytechnic University of Catalonia), Alfonso Garín (Polytechnic University of Catalonia), Miguel León (Diego Portales University), Gonzalo León (Polytechnic University of Madrid), Manuel López (Alfonso X El Sabio University), Francisco Marcellán (ANECA), Xavier Marcet Gisbert (LTC Project), Francesc Michavila (Polytechnic University of Madrid), Joan Maria Miró (Polytechnic University of Catalonia), Antonio Montañana (University Jaume I of Castellón), Juan Pedro Montañés (Comillas Pontific University), José María Ortiz (Antonio de Lebrija University), Joan Antoni Pastor (Polytechnic University of Catalonia), Julián Pavón (Polytechnic University of Madrid), José Antonio Pérez (Polytechnic University of Valencia), Francisco Pérez (Valencia Institute of economic investigations), Roberto Revuelta (University of Cantabria), Francisco Rubio (Open University of Catalonia), José Ruiz (University of Cádiz), Francesc Solé (Polytechnic University of Catalonia), Francisco Toledo (University Jaume I of Castellón), Javier Uceda (Complutense University of Madrid), Belén Urosa (Comillas Pontific University) and Manuel A. Villa (Antonio de Nebrija University).

Fifteen people belonging to the following institutions participated in the seminar:

- Higher Administration Studies Collage (Colombia)
- University of Almería
- University of Cantabria
- University of Huelva
- University of Oviedo
- University of Sevilla
- University of Vigo
- University of Istmo (Guatemala)
- University Francisco de Vitoria
- Nacional University of online education
- University Rey Juan Carlos I
- Polytechnic University of Valencia

Communication Seminar: ICT in university communication

After talking about communication for attracting students, attract funds or internal communication in previous editions, CUDU has dedicated the sixth edition of the Communication and Institutional Projection Seminar to ICT in the university communication.

The Seminar aimed to analyze the strategic role of ICT as a tool for communication management in the university world, in reference to both the external and internal communication within the university.

The Seminar structure was based on the education life cycle, in order to verify what functions and efficiencies can be achieved by ICTs in each of the education phases.

This seminar was addressed to both professionals in management positions in universities willing to improve their capabilities and commitment for communicating within their working areas as well as to respondents of the university communication or other higher education institutions.

The following items were dealt in the seminar:

- What can ICT provide to the university world?
- Technological offer basic dictionary
- Analysis of the state and use of the Spanish on line campus
- The web: external image of the university. Analysis, communication and content aims
- Ten mistakes of the internal communication
- Intranet as a virtual classroom. Teaching strategies adapted to the different contexts and purposes
- Intranet as an internal communication tool
- Web logs: Communicating and teaching tool
- How to construct a good academic project online: contents administration
- ICT opportunities in ex-students' administration
- Success keys for the knowledge communities agreement
- How to create an academic knowledge web portal

The teaching seminar coordination was done by Eva Dominguez, multimedia journalist and new technologies consulter, and counted with the following speakers:

Susana Arasa, IESE knowledge web portal coordinator; Eva Arderiu, specialist in internal communication; Josep Cobarsí, doctor in telecommunication engineering; Alfons Cornella, Infonomia.com president and founder; Lluís Pastor, doctor in journalism and manager of virtual projects; Joan Sabaté, teacher, online communication projects administrator; Xavier Mas, specialist in teaching innovation and methodology; Dídac López, president of ATI; Elisa Moreno, Founder member of Malabars; Belén Romero, virtual communities administrator; María Sanz, specialist in digital communication digital.

23 participants from the following universities attended the seminar:

- Mondragon Unibertsitatea (University of Mondragón)
- University of Santiago de Compostela
- University of Valencia
- International University of Catalonia
- Jean Piaget University from Cape Verde
- University of Alicante

- University of Barcelona
- University of Girona
- Polytechnic University of Catalonia
- University Pompeu Fabra

Tailored training

The Chair has participated and organized -for managing teams- the following seminars and workshops adapted to the specific necessities and demands of each institution.

Cities for life forum. Peru. First international course of strategic management for the sustainable development, organized by this entity platform gathering 83 institutions of 29 cities in Peru, including municipalities, NGOs, private organizations and universities, with the participation of Joan Cortadellas, technical manager of CUDU, and the technical manager of the Interdisciplinary centre of technology, innovation and education for the sustainability (CITIES) of UPC. The course took place in the Private University Antenor Orrego, from Trujillo, Peru. Eighty teachers from 10 Peruvian universities attended (29th of August- 3rd of September 2005).

After this course 38 members of the audience participated in a project contest presenting 21 proposals to apply to their universities. The winner, the architect Guillermo Malca, was prized with a trip to Barcelona during July 2006 to attend the "International development Agent (ADI)" course given by UPC and SETEM foundation.

Pontifical Catholic University of Peru. Seminar of Strategic management of the universities for the university managers: rectors, vice rectors, department managers and head of administrative unit. Joan Cortadellas, CUDU technical manager, also took part in the seminar (Lima, Peru, 12-16 of September 2005).

Polytechnic Institute of Leiria. Portugal. Training seminar addressed to the directive position holders of this higher technical education institute. During the seminar CUDU academic director, Francesc Solé; UPC vice rectors, Joan M. Miró and Juan Jesus Pérez; professor Alberto Jorge and engineers: Ricardo de la Vega and Joan Carles Burón, collaborator from CUDU took part as speakers as well (8-9 February, 6-9 March, 4-7 April, 7-9 June and 26-29 June 2006).

Cities for Life Forum. Peru. Second international course of Strategic Management for the Sustainable Development, organized by this entity platform. The platform groups 83 institutions from 29 cities in Peru, including municipalities, NGOs, private organizations and universities. CUDU technical manager, Joan Cortadellas, and the technical manager of the interdisciplinary center of Technology, Innovation and Education for the sustainability (CITIES) of UPC took part in it. The course took place in the National University of Santa, from Chimbote, Peru, and was attended by 63 teachers from 6 universities from Peru (7th -11th of August). After the course, 17 attendants to the course participated in a project contest, delivering 15 proposals of improvement to apply to their universities. The best project prize will be awarded with a two- week stay in the UPC CITIES center.

Library of Catalonia. Training for the management position holders, process mapping and reorganization study. Those works took place during the year 2006 together with CUDU technical Manager, Joan Cortadellas, and the UPC specialists and CUDU collaborators, Ricard de la Vega and Emiliانا Marqués.

National Polytechnic Institute. Mexico. They had many work meetings and video conferences with a manager team and teachers from that Mexican institution during the course 2005-2006 to elaborate a training program, called Master in Higher Education Administration and Development, with the purpose of starting it during the 2007 course. CUDU technical manager, Joan Cortadellas and the teacher, Xavier Llinàs, CUDU collaborator, participated in it.

Lectures and meetings

López-Sagrera, F. “**Higher education prospective**” This lecture was given in the strategic management of the Universities seminar frame. Barcelona. 11th of November 2005.

Solé, F. “**New ways of knowledge building and its implications in science, technology and education**”. National forum about Science and technology. National Polytechnic Institute. Mexico. November 2005.

Solé, F. “**The relation between territorial innovation systems and the creation of spin-off companies in the universities**”. III International Seminar. Territory, Industry and technology. Innovation versus the knowledge society: Integration and regional strategies. Investigators meeting between Mexico and Spain. University of Girona. November 2005.

Solé, F. **Workshop: “Internationalization models: industries and markets”**. 1st Forum of the external markets observatory. Catalonia 2005 Internationalization Week. Catalonia Commercial Promotion Consortium. COPCA. Barcelona. November 2005.

Solé, F.; Santacana, F. :Opening of the “**University management and regional development**”. Menéndez Pelayo International University. Santander, 2005.

F. Solé. “**What has led us to knowledge society and what can we expect from it?**” Annual sessions of the Spanish Committee for surfactant detergent and related products (CED). Barcelona. December 2005.

Marcellán, F. “**Assessment, certification and quality agencies**”. This lecture was given in the Strategic management of the Universities seminar frame. Barcelona. 27th of January 2006.

Del Pino, M; “**European university challenges**” This lecture was given in the Senior University management Diploma frame. Madrid. 6th of February 2006.

Ferrer, J. “**University social commitment**”. This lecture was given in the Senior University management Diploma frame. Madrid. 7th of February 2006.

Duart, J. M. “**Towards other university models**”. This lecture was given in the Senior University management Diploma frame. Madrid. 9th of February 2006.

Solé, F. “**Reporting the results of the teaching improvement projects**”. Presented within the frame of the Session for the Results of the Teaching Improvement Projects. Institute of Education of the Polytechnic University of Catalonia (UPC) Barcelona. February 2006.

Solé, F. “**Creating companies as a source of employment**”. Presented within the Session for the Results of the Teaching Improvement Projects. Institute of Education of the Polytechnic University of Catalonia (UPC) Barcelona. February 2006.

Solé, F. “ **University Spin-off**”. Presented within the Session on Entrepreneurial University, Competitiveness and Institutional Environment. Science Parks and University Spin-off. University of Valencia. February 2006.

Solé, F. “**Creating companies as a source of employment**”. Employment Forum of the University of La Rioja. Emplea06. University of La Rioja. La Rioja. March 2006.

Solé, F. “**Relations between the research public system/university and enterprise**”. Lecture given within the Training course in science administration and technology. General Management of Universities and Research of the Education Council of the community of Madrid (8th edition). Madrid. March 2006.

López, M. “**The Spanish university in its way to the future**”. This lecture was given in the Senior University management Diploma frame. Madrid. 3rd of April 2007.

Villa, M. “**Universities: competence and cooperation context**”. This lecture was given in the Senior University management Diploma frame. Madrid. 4th of April 2006.

Marcellán, F. “**The university quality in the Spanish universities**”. This lecture was given in the Senior University management Diploma frame. Madrid. 6th of April 2006.

Solé, F. “**Spin-off growing factors**”. Entrepreneur Initiative and University Session. General Management of the SME policy DGPYME. Palacio de Congresos of Madrid. April 2006.

Solé, F; Gómez, F; et al. “**Critical factors for the programs’ success. What does a valorization type program of the investigation in a university do: experts’ panel**”. Entrepreneur Initiative and University Session. General Management of the SME policy DGPYME DGPYME. Palacio de Congresos of Madrid. April 2006.

Solé, F; Piqué, J. M. “**Universities and Science Parks in the Incubation System of Technology-based Companies**” Annual lecture 2006. The Business Associations

Latin American Studies BALAS 2006 Annual Lecture. Lima, Peru. May 2006.

Solé, F; González, R; Gómez, A. “**Panel: Universities and Science Parks in the Incubation System of Technology-Based Companies**”. Annual Lecture 2006. The Business Associations Latin American Studies. BALAS. Key Factors on Latin America’s Long-term Development. San Ignacio de Loyola University. Peru. May 2006.

Solé, F. “**The Creation of a new company from the University**”. Entrepreneur’s Day: Undertake and grow. Barcelona Activa. Barcelona. May 2006.

Casanovas, J; Juste, M; Saavedra, G. “**MARACANDA: Libraries towards the new millenium**”. Tempus Tacis Uzbekistan Project. Samarkanda. Uzbekistan. May 2006.

Solé, F.; Etzkowitz, H.; Piqué, J. M. “**Creation of Born Global Companies within the Science Cities**”. XXIII IASP World Lecture on Science and Technology Parks. Helping Innovative Companies to Succeed & Communities to Prosper. Helsinki. Finland. June 2006.

Solé, F.; Gutiérrez Solana, F.; et al. “**Round-table: R+D+I as development driving force**”. R+D+I as Integrator of Industry and Academy. CYD Foundation. R+D+I Regional Plan of Cantabria. Santander. June 2006.

Solé, F.; Jofre L. “**NetCampus: learning and exercise environment**”. Telefónica-UPC Chair projects. Technological Specialization and Knowledge Society. The Innovation Space and the Net. Barcelona.

Juste, M; Berlanga, Valero, M; Cabré, J. “**TETC: Final Lecture of Turkmen Economy Training Center**”. Tempus Tacis Turkmenistan project. Ashgabat. Turkmenistan. June 2006.

■ Technical Assistance

During the 2005-2006 course, the professorship gave the following tailored accompaniment services for institutions wishing to improve their key management skills and strategic management capabilities:

University of la Frontera. Temuco, Chile. It took part in the elaboration and display of the Institutional Strategic Plan. Attendance of the CUDU technical manager, Joan Cortadellas, who took part in a seminar about training for the management position holders in this university. (6th -10th of September 2005).

Complutense University of Madrid. Working sessions for the creation of a strategic plan for the adaptation to the Higher Education European Space, organized by the UCM strategic development and quality office and addressed to fifteen-people commission counting PDI and PAS. The CUDU technical Manager, Joan Cortadellas, took part in it. (12th of December 2005).

Interdisciplinary Centre of Technology, Innovation and Education for the Sustainability (CITIES) of UPC. Working sessions about the review and its strategic plan follow-up, held in Barcelona, on the 15th of December 2005, where CUDU technical manager, Joan Cortadellas, and the specialist Ricard de la Vega, CUDU collaborator took part.

European University of Madrid. Working sessions about the quality in the University, organized by the UEM quality department and addressed to the 20 people in charge of the quality programs in faculties and schools. An MEU self-evaluation exercise was included in the second stay during July. The CUDU technical manager, Joan Cortadellas, participated in it (2nd of February and 5th of July 2006).

Joan Cortadellas was also a member of the jury for the MEU First prize on improvement plans, where 8 projects were delivered.

Polytechnic Institute of Leiria. Portugal. It participated in the creation and display of the Institutional strategic plan. Attendance of the CUDU technical manager and

participation in a seminar about higher technical education for the manager position holders in this institute. During the strategic plan elaboration process, the IPL presented its candidacy to be recognized as “entidade formadora para quadros superiores da administração pública portuguesa” including Mr. Joan Cortadellas as “formador do módulo ‘Melhoria, Qualidade e Inovação na Gestão Pública’”.

University of Cordoba. Working sessions about strategic management, organized by vice-rectors and addressed to a ten-people working team. The CUDU technical manager, Joan Cortadellas, participated in them (1st of March 2006).

Experimental Pedagogical Libertador University. Venezuela. It participated in the creation and display of the institutional strategic plan. Assessment of the CUDU technical manager, Joan Cortadellas, and his participation in a training seminar for the manager position holders of the University. A visit program to the 8 head offices that the university has around the country was included in the second stay that took place in July (13th -17th of March and 11th -21st of July 2006).

Polytechnic University of Madrid (UPM). Working sessions for PAS manager position holders, about university strategic management, organized by the Academic relationships and strategic management vice-rector with the participation of CUDU technical manager, Joan Cortadellas (21st of March 2006).

Polytechnic University of Madrid (UPM). Some sessions about “Engineer and architecture International accreditation” took place and were organized by the National body for quality assessment and certification (ANECA) and UPM with the participation of CUDU technical manager, Joan Cortadellas (18th -19th of May 2006).

Association of Librarians-Documentalists of Catalonia. Tenth Catalan “Information and documentation” sessions which counted with the participation of CUDU technical manager, Joan Cortadellas (Barcelona, 25th and 26th of May 2006).

High management and administration business school (EADA). Working sessions for strategic management addressed to management team and the Economy and company policy Department teachers which counted with the participation of CUDU technical Manager, Joan Cortadellas, and the teacher Alberto Jorge, CUDU collaborator (Barcelona, 29th of May 2006).

UPC rector ship team. Working sessions for quality and strategic management, promoted by the rector ship team, with the collaboration of CUDU academic director, Francesc Solé, CUDU technical manager, Joan Cortadellas, the economy vice rector and the administrator of Jaume I of Castellón University (Barcelona, 19th of June 2006).

Culture Department of Generalitat of Catalonia. Master plan for the Directorate General of the Cultural patrimony in order to assess the cross-cutting programs and the proposals so as to optimize its operative. This work took place from November 2005 to April 2006 with a group of manager position holders, CUDU technical manager, Joan Cortadellas, and the UPC engineers and CUDU collaborators, Ricard de la Vega and Emiliانا Marqués.

Culture Department of Generalitat of Catalonia. It participated in the educational institution improvement and quality project: training program for the secondary institute manager position holders, centered in strategic planning, leadership, and change promotion. The Vice-directorate General of Permanent education and pedagogical resources is in charge of this organization. It participated in the promotion of the autonomy of the public educational institution for the period 2005-2009, for 50 primary, secondary, languages, special education, adult education institutions and also country schools. The Directorate General of education ordination and the supporting office for the centers autonomy was in charge of the organization.

The four days activities in October -the 14th of November, the 28th of November and the 19th of December- were prepared by CUDU technical Manager, Joan Cortadellas.

Industry and Employment Department of Generalitat of Catalonia. Innovation and Enterprise development centre. It took part in the preparation and publishing of the “Excellence in education. A quality European model applied to the educational institutions administration guide, in cooperation with the University and Education Department. The book, whose co author is CUDU technical manager, Joan Cortadellas, was launched on the 13th of June 2006, in an act that was chaired by the Education and University councilor.

■ International Projects

The CUDU international Project area has continued with their project development job and technical assistance to non-communitarian countries and in areas linked to the Chair experience area.

During the course 2005-2006 three new projects included in TEMPUS program have been chosen and financed by the European Commission (CE).

TEMPUS is a program from CE which aims to promote the higher education systems and institution development in the consigne countries, by means of cooperating with the European Union state members.

This program is based in verifying that the higher education institutions give much importance to the social and economic transition process of these countries, and their cultural development. They constitute experience and human resources centers and assure the new management generations training.

New Projects

Tempus project: International Quality Standards in Higher Education. The European Experience in improvement of H. E. Quality (TURMENQUAL)

Coordinator institution: CUDU- UPC

Associated institutions:

Institut National Polytechnique of Grenoble (INPG), France

Turkmen State University (TSU) Turkmenistan

Turkmen Ministry of Education, Turkmenistan

Dates: May 2006- October 2007

One of the Tempus program priorities for Turkmenistan is the system development to assure the quality in the higher education institutions.

This project aim is the development and assessment of a higher education key processes quality system. Turkmenistan State University created a commission with the aim of looking deeply in those processes, defining them, analyzing them and improving them.

The anticipated results are:

- Introducing the Turkmen's higher education institutions in the international quality standards analysis. Best practices report in Europe.
- Defining a quality model for the Turkmen State University.
- Training the people in charge of quality for the model and continuous assessment starting.
- Improvement plan for the Turkmen State University.

The UPC team, who coordinates the project, is made up of Marisa Juste, Alicia Berlanga, members of the professorship and the professorship coordinator, Miquel Valero.

Tempus project: Inter- University Knowledge Management (IUKM)

Coordinator institution: CUDU- UPC

Associated institutions:

Institut National Polytechnique of Grenoble (INPG), France,
Turkmen Institute of National Economy (TINE), Turkmenistan
Turkmen Institute of Transport and Communication (TITC), Turkmenistan
Turkmen State University (TSU), Turkmenistan

Dates: September 2006- November 2009.

This project aim is planning and applying the knowledge management in the destined universities with the final purpose of strengthening the Turkmen universities by means of training their teachers and administrators.

ICT will have a double importance: their general use in the higher education curriculum and their use for the knowledge management administration system that is expected to create.

Turkmenistan is a country in transition from a directed and centralized economy to a market economy. That is why universities have decided that curriculums and strategies to share in this knowledge management administration must be related to economy, finances, and company organization during this first phase. In the other hand, higher education institutions from Turkmenistan have shown, after the country independence, a serious need of specific Turkmen vocabulary in several areas of knowledge. For this reason another of the anticipated results is a Russian/Turkmen/English glossary of themes related to finances and company organization.

The UPC team that coordinates the project is made up of Marisa Juste and Alicia Berlanga, member of the professorship and Josep Cabré, Antonio Salamero and Anastasi Pérez, professorship cooperators.

TEMPUS project: Better University Industry Links Development (BUILD)

Coordinator Institution: Institut National Polytechnique of Grenoble (INPG), France

Associated institutions:

CUDU-UPC

Turkmen Institute of National Economy (TINE), Turkmenistan

Turkmen Institute of Transport and Communication (TITC), Turkmenistan

Turkmen State University (TSU), Turkmenistan

Dates: May 2006- October 2007

A special priority of the TEMPUS project, shown in many international publications and meetings, is the strengthening and improvement of the relations between the companies and universities in the same area and turn this collaboration into the territorial development engine.

The aim of this project is to improve the relations between Turkmen universities and the companies by means of developing a strategic plan to improve the relationship university-industry on the part of the Turkmen partners' universities.

The anticipated results are:

- The compilation of good European practices in reference to the university-company relationship.
- Training Turkmen teachers in charge of the university-company relationship in Europe.
- Developing a strategic plan that lasts 2 or 3 years and involves the cooperation with the companies in areas such as the permanent education, the research transference, the students' practices, the company professorships, a labor insertion, etc. by all the Turkmen associated universities.
- Introducing their planning first phases.

The UPC team that coordinates the project is made up of Marisa Juste and Alicia Berlanga, professorship members and Josep Cabré, professorship cooperator.

Projects in progress during the course 2005-2006

TEMPUS project: Turkmen Economy Training Centre (TETC)

Coordinator institution: CUDU-UPC

Associated institutions:

Institut National Polytechnique of Grenoble (INPG), France

Turkmen Institute for National Economy (TINE), Turkmenistan

Turkmen Institute of Transport and Communications (TITC), Turkmenistan

Dates: September 2003- November 2006.

Assessment and training in the permanent education of two Turkmen universities: Starting and designing 6 postgraduate courses addressed to professionals and companies with the final aim of strengthening the Turkmen institutions by means of their manager and leader training.

Turkmenistan is a country transitioning from a central planned economy to a market economy. That is why the Education Ministry and the universities have decided that the postgraduate courses should deal with themes related to economy, finances and company organization.

The UPC team that coordinates the project is made up of Marisa Juste and Alicia Berlanga, members of the professorship and José Cabré, Antonio Salamero, Anastasi Pérez, Marcos Equiguren, Anna Solanas and Lucas van Wunnik, professorship cooperators.

TEMPUS project: Distance Abrogation: E-Learning Classes Organization and Network Development in the Ural Region (DA EL CONDOR)

Coordinator institution: Institute National Polytechnique of Grenoble (INPG), France.

Associated institutions:

CUDU-UPC

Ural State Technical University (USTU), Ekaterimburgo, Russia

Perm State Technical University (PSTU), Perm, Russia

South Ural State University, Chelyabinsk, Russia

Dates: April 2005- May 2008

The Urals region is the most industrial of the Russian regions. Over the last few years it has experienced a great development and growth, thanks to, among other facts, the establishment of a permanent education system given in the region universities.

Nevertheless, the big region territorial extension and the difficult climate conditions, make necessary introducing on line education in the universities.

For this reason, the aim of this project is the strategically planning assessment and education in the 3 universities in the Urals region (Russian Federation) to bring in e-learning in the permanent education.

The UPC team that participated in the project is made up of Marisa Juste and Alicia Berlanga, members of the Chair, and Josep Fuentes and Eulalia Griful, Chair collaborators.

LEONARDO Project: Professional competences and credit units in craft firms and SMEs (IFP & PMI)

Coordinator institution: Ente Nazionale Confederale di Formazione Professionale per l'Artigianato e le PMI (ECIPA-CAN), Italy.

Associated institutions:

CUDU-UPC

Gestión de Fondo para la Formación (AGEFOS PME), France

Consiliul National al Intreprinderilor Private Mici si Mijlocii din Rumania (CNIPMMR), Rumania

Dates: December 2004 – November 2006

This project is framed in the action plan developed by the Barcelona European Council, who defined the promotion of a more open and approachable European work market as a priority by means of adapting the occupational education and educative systems, with the objective of promoting the permanent education and the acquisition of more adapted skills to the work context, as well as the certification of competences.

Its general aims are:

- Analyzing comparatively the results of the research and experimentation of the new ways of training and learning in the organizations that flatter the learning and training in the work place.
- Developing a common reference chart for the educator competences as learning facilitators.
- Elaborating and proposing methodology and tools for the assessment and validation of the acquired competences.

The UPC team that participates in the project is made up of Marisa Juste and Alicia Berlanga, Chair members.

Project E-LEARNING: Virtual Campus for Teachers and Trainers (E-TTCAMPUS)

Coordinator institution: National Board of Education (Finland)

Associated institutions:

CUDU-UPC

University of Greenwich, United Kingdom

Institut Supérieur des Arts et Métiers (CNAM), France

Istituto per lo Sviluppo de la Formazione dei Lavoratori (ISFOL), Italy

Comenius University Slovakia, (CUS), Slovakia

Malta Employment & Training Corporation, Malta

Hungarian National Observatory, Hungary

European Institute for E-learning (EIFEL), France

European Distance and E-learning Network (EDEN), Hungary

Dates: February 2005- February 2007

The main objective of this project is developing and consolidating a virtual European campus to provide the most advanced tools for the collaborative and cooperative learning. This project was designed thanks to the previous project “etnet” so as to transfer the web portal created in the European Center for the Vocational Education (CEDEFOP) to an autonomous web that would include educative resources and also straight education and advice.

The UPC team that participates in the project is made up of Marisa Juste and Alicia Berlanga, Chair members.

Projects ended during the course 2005–2006

TEMPUS Project: University Libraries towards the New Millennium (MARACANDA)

Coordinator institution: CUDU-UPC

Associated institutions:

Trinity College Dublin-University (TCD), Ireland

Samarkand State University (SamSU), Uzbekistan

Dates: July 2003- September 2006

This project is framed in the Uzbekistan current educative policy, whose priority is to consolidate the population's educative level to offer support to the country's economic development and aspire to an international opening. Therefore, the Uzbekistan authorities determined that the education system reinforcement is the key for the social acceptance of the change process which started in 1991 as a result of the adjustment to the market economy. In this context, the universities are aware of the problems and shortage of their libraries and the possibilities that ICT offer for the planning of this service. Linked to this awareness, this project has as main objective the libraries planning, organization and improvement by means of the use of the new innovation and information technological processes.

The UPC team that has participated in the project is made up of Marisa Juste and Alicia Berlanga, Chair members, together with Miquel Codina and Marta López from the UPC Library Service.

TEMPUS Project: Educational Technology in Turkmenistan (ETT)

Coordinator institution: CUDU-UPC

Associated institutions:

Institut National des Sciences Appliquées à Lyon (INSA), France
Supreme Council on Science and Technology under the President of Turkmenistan
Turkmen Institute of National Economy (TINE), Turkmenistan
Turkmen State Institute of Transports and Communications (TITC), Turkmenistan

Dates: October 2004- December 2005

This Project, complementary to the Turkmen Economy Training Centre, has the objective of introducing and using ICT in the higher education in Turkmenistan, as a tool for the region development, training teachers in the use of these means and contributing to the improvement of the Turkmen higher education.

The UPC team that has participated in the project is made up of Marisa Juste, Chair member, and Josep Fuentes and Eulalia Grifuls, Chair collaborators.

TEMPUS Project: Formation Continue Vecteur du Developpement de Polvolgie (FCVDP)

Coordinator institution: Nacional Polytechnique de Grenoble (INPG), France

Associated institutions:

CUDU-UPC

Centre Académique de Formation Continue de Grenoble (CAFOC), France
Saratov State Technical University (UTES), Russia
Astrakan State Technical University (UTSA), Russia
Architecture and Building School of Volgograd, Russia

Dates: September 2003- February 2006

The Russian economy transformation process into a Market economy which started at the beginning of the 90's, has distinguished for the deep diminishment of the production in all the industrial and agricultural fields of the region of Povolgie which has generated a fast diminishment of the active population, although since 2002 the Povolgie region has shown a progressive recovery and stabilization from the industrial recession. This project, whose main objective is to renew the university permanent education structures by providing it with quality and competences systems, intends to contribute to an economic and social development of the Povolgie region.

The Chair member Marisa Juste took part in this project.

LEONARDO Project: Overcoming Intercultural and Linguistic Barriers in Continuously Accessible VGC (BORDERLESS)

Coordinator institution: Vytauto Didziojo Universitetas (Lituania)

Associated institutions:

CUDU-UPC
Careers Europe (Part of Careers Bradford Limited), United Kingdom
Institut de Formation et de Promotion des Adultes (IFPA), France

Europäische Bildungswerke für Beruf und Gesellschaft (EBG), Germany
Dates: October 2003- December 2005

The promotion of an open, flexible and vocational orientation, adapted to the needs of the different contexts that mobility is provoking in Europe is the central core of this project, which aims to do a systematic analysis of the orientation and professional assessment systems so as to develop a glossary of the main concepts of orientation/professional assessment and create a handbook.

The UPC team that participated in the project is made up of Marisa Juste and Alicia Berlanga, Chair members.

E-LEARNING Project: E-Training Trainers Network (ETTNET)

Coordinator institution: Istituto per lo Sviluppo de la Formazione dei Lavoratori (ISFOL), Italy

Associated institutions:

CUDU-UPC

University of Greenwich, United Kingdom

Institut Supérieur des Métiers (ISUM), France

European Institute for E-learning (EIFEL), France

European Distance and E-learning Network (EDEN), Hungary

National Board of Education, Finland

University of Surrey, United Kingdom

Dates: March 2003- December 2005

This project aims to create a web portal in the web of CEDEFOP with an innovating tool for the administration and improvement of the virtual learning, with resources for the teachers, innovating practices in the virtual learning administration, and quality administration systems of the virtual learning projects, new professional competences, collaborative learning tools and future sceneries for the virtual learning. The CEDEFOP is the European Centre for the Vocational Education Development, whose objective is promoting the European cooperation in professional education.

The UPC team that participated in the project is made up of Marisa Juste and Alicia Berlanga, Chair members.

■ Research

Publications

Publication with the Chair members' participation:

Generalitat of Catalonia. “**Excellence in education: The quality European model applied to the management of education centres**”. 1.ª ed. Barcelona: Directorate General of professional education: Innovation and enterprise development Centre. 2006. DI B-24.671. With Joan Cortadellas collaboration, CUDU technical manager.

Vytauto Dikxiojo Universiteto, Polytechnic University of Catalonia. “**Guide for professionals in vocational orientation: systems, theories and terminology in five European countries**”. Lithuania. Ed. Vytauto Dikxiojo Universiteto. 2005. ISBN. 9955-12-089-4. With Marisa Juste and Alicia Berlanga collaboration, CUDU members, in the International Project context “Overcoming intercultural and linguistic barriers in continuously accessible professional orientation and assessment” of the UE Leonardo da Vinci program.

Solé Parellada, F.; Del Palacio Aguirre, I.; Olivilla, J. Problem solving based “**Teaching methodology applied to the evaluation and commercialization of technological opportunities**”. Tenth congress of organization engineering. Valencia: September 2006. ISBN 84-9705468-7.

Chapters of published books

Solé F.; Montiel H “**Why some technological universities produce more entrepreneurs than others?**” In: Social economy and technological enterprises

creation. A bet for the future. Summer course. University of Oviedo and Foundation for the social economy fostering. Oviedo: Universidad de Oviedo. Pages. 75-94.

Solé, F. "Introduction to the university enterprises creation based in knowledge and its contribution to the regional development".

First technical session of the CYD foundation: Enterprise creation, territorial development and the role of the university. CYD Foundation. Barcelona: April 2006, pages. 12-27. ISBN 84-689-7489-7.

Solé, F. "The enterprise opinion about the role of universities as development driving force". In: Economic report of Catalonia 2004. Barcelona: Official Chamber of trade, industry and navigation of Catalonia 2005, pages. 288-290. ISBN 84-95829-12-6.

Magazine articles:

Solé, F.; Eguiguren, M.; et al. "The Economic organizative aspects of training: an approachment to the Catalonia case". Universia Business Review. 2006, number. 9. First trimester 2006, pages. 29-41.

Solé F.; Del Palacio, I.; Montiel, H. "University Spin-off Programmes: How can they Support the NTBF Creation". The International Entrepreneurship and Management Journal. June 2006, vol. 2, pages. 157-172.

Solé F. "Bologna, that is the question. There is not a real university without autonomy". Enginyers. 2005², number. 9, pages. 10-11.

Ryan, M; Berlanga, A; Gray, D. "eTTCampus: Developing a Virtual Campus for the Training of Teachers and Trainers Across Europe". Ed. Media Magazine.

Juste, M; López, M; Adams, R; Bioleth, S; Harpur, I. "Maracanda: University Libraries towards the new millennium". Tempus III in Uzbekistan. Tempus national Agency of Uzbekistan. Uzbekistan.

² Engineers magazine 2005.

Executed Research:

Solé, P. "Study of the relations between the Spanish and European universities in the engineering area. Mobility promotion and optimization in the European space of higher education frame". Education, Culture and Sports Office. Program for the study and analysis destined to the improvement of the quality in the higher education and the University teachers activity. Agreement. Barcelona.

International network cooperation

The Chair cooperates with institution networks that promote the higher education fortification worldwide such as:

Inter-university development centre (CINDA)

The UNESCO Chair of University management, from the Polytechnic University of Catalonia (UPC), together with the Inter-university development centre (CINDA) organized the *Strategic university management International seminar* which was given in Barcelona during the 22nd and 23rd of May 2006.

The seminar objective was to share and analyze experiences about the application of the strategic planning in some universities of Latin America and Spain to be able to advance in the conceptual and operative aspects by means of a critic review on the practices.

The seminar was addressed to university managers and specialists, and considered 3 types of activities: general presentations of conceptual character, panels with concrete experiences of Latin American and Spanish universities, and discussion and analysis sessions with the attending participants. 21 exhibitions took place and 46 participants coming from Argentina, Cape Verde, Chile, Colombia, Costa Rica, Ecuador, Spain, Mexico, Panama, Peru, Dominican Republic and Venezuela were there.

The seminar results were very positive, for the quantity of initiatives and for the general quality of the projects. Some of the obtained results are highlighted next:

- The preparation of a book about *Accreditation and strategic management for the quality in the universities* between CINDA and UPC.
- The enlargement of an International University network interested in the strategic planning.
- Realization of a final degree project about the “*Strategic planning of the Spanish universities*”. Its objective was the realization of a general study about the strategic planning in the Spanish universities. As a result, a protocol for the operation of a permanent observatory was elaborated, exportable to other countries, mainly from Latin America, to study how the universities tackle the strategic planning and the results they get.

UNESCO Chair net

UNESCO Forum on Higher Education, Research and Knowledge. Colloquium on Research and Higher Education Policy. 29th of November-1st of December 2006. Paris, QG UNESCO. The objective of the colloquium was:

- Consider the way forward and opportunities of the universities, overall in the context of globalization, related to the function of research, crucial for a national development policy.
- Propose effective strategies for the development and reinforcement of this function.

UNESCO Chair meeting. University of Valencia, from the 8th to the 10th of February 2006. Almost 50 Chairs participated in the meeting whose objectives were:

- Establish contact between the Spanish UNESCO Chairs.
- Disseminate the projects of the Chairs.
- Analyze the present and prepare for the future.



UNESCO Chair of Higher Education Management

C/ Gran Capità, 2-4

Nexus building

First floor - Room 103

08034 Barcelona

Tel: +34 93 4015846

Fax: +34 93 4010771

info.cudu@upc.edu

www.upc.edu/cudu