



Activities
Report

Academic Year
2006-2007

UNESCO Chair of Higher Education Management



UNESCO Chair
of Higher Education Management



TECHNICAL UNIVERSITY OF CATALONIA



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Presentation

In these pages we are presenting a summary of the activities carried out by the “Càtedra UNESCO de Direcció Universitària” (CUDU) -UNESCO Chair of Higher Education Management- of the “Universitat Politècnica de Catalunya” (UPC) - Technical University of Catalonia - during the Academic Year 2006-2007.

During this period the Chair has focussed on the training of University Managers from Spain, Portugal, Latin America and Central Asia.

Managers of thirty universities from Spain, Ecuador and Chile have attended our seminars.

Parallel to this we have carried out tailor made training as well as assessment and consulting requested to us by universities and institutions in Spain, Argentina, Ecuador, Portugal, Costa Rica and Mexico.

With these words I would like to show my gratitude to all the institutions that in any way have collaborated in our project and also to the persons that, individually, have offered us their collaboration and experience.

Joan Cortadellas
Technical Director of the CUDU

History

The UNESCO Chair of Higher Education Management of the UPC was founded in 1998. This initiative stems from the creation in 1992 of the programme UNITWN/UNESCO Chairs on UNESCO side. UNITWIN is the abbreviation for UNIVERSITY TWINNING.

This programme aims to be a tool to develop an interuniversity cooperation and stresses in the transfer of knowledge among the universities and the promotion of the academic solidarity among countries by means of the creation of UNESCO chairs specialized in a particular subject in different universities all over the world.

The network has more than 700 chairs and its projects involve more than 500 institutions in 116 countries all around the world.

The UNESCO Chair of Higher Education Management belongs to the Higher Education Group which includes thirty seven institutions in Algeria, Argentina, Australia, Brazil, Croatia, Cuba, Arab Emirates, Spain, The United States of America, Great Britain, North Ireland, Netherlands, Mauritius, Mexico, Poland, Romania, Russia, Ukraine, Uruguay, Venezuela and China.

Mission

The mission of the UNESCO Chair of Higher Education Management of the UPC is to foster quality, innovation and social commitment of the higher education institutions in the areas of direction and management by means of debate,

policies 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 the Chair:

- Strategic planning and management of the universities.
- University policy and higher education financing.
- Innovative organization and management systems of the universities.
- Evaluation and university quality.
- University and regional development.
- Management and administration of education and research.
- Knowledge management in higher education institutions.
- Corporative communication and marketing at the universities.
- Good practices and accounts rendering at the universities.



The team

Responsible:	Antoni Giró Roca, rector of the UPC
Coordinator:	Josep Casanovas García, vice-rector of University Policy of the UPC
Academic director:	Francesc Solé Parellada, Professor of the Enterprises Organization Department of the UPC
Academic deputy director:	Xavier Llinàs, Professor of the Enterprises Organization Department of the UPC
Technical director:	Joan Cortadellas
Technical deputy director:	Marisa Juste
Administrative and technical team :	<p>Adolfina Arabí</p> <p>Alícia Berlanga</p> <p>Anna M. Bonete</p> <p>Michele Giroto (from July 2007)</p> <p>Geny Saavedra</p> <p>Elisenda Ros</p> <p>Dolores Rejón</p>
Scholarship Students:	<p>Ignasi Bertran (informatics)</p> <p>Adrià Peribáñez (research)</p>

Collaborators:

- José Aguilar López. Mind Value
- Miquel Amorós March. TRANS, S. A.
- Senén Barro Ameneiro. University of Santiago of Compostela
- Teresa Bofill Gorina. Technical University of Catalonia
- Cris Bolívar. Cris Bolívar Consulting
- David Boronat Millán. Multiplica
- Joan Bravo Pijoan. Agency for the University Quality System in Catalonia
- Joan Cabré. Technical University of Catalonia
- Miguel Carmelo García. European University of Madrid
- Fernando Casado Cañeque. Alliances Centre for the Development
- Marta Comín García. IESE Business School
- Alfons Cornella Solans. Infonomia
- Ricard de la Vega Alemparte. Technical University of Catalonia
- Francesc Xavier de las Heras i Cisa. Technical University of Catalonia
- Manuel del Castillo Rey. Sant Joan de Déu Hospital
- Jaume Fabregat Fillet. Technical University of Catalonia
- Josep Fuentes. Technical University of Catalonia
- Francesc Xavier Gil Mur. Technical University of Catalonia
- Antoni Giró Roca. Technical University of Catalonia
- Mercè Gisbert Cervera. Rovira i Virgili University
- Jacqueline Glarner. Generalitat of Catalonia

Collaborators:

- Bernat Guitart Grima. Infonomia
- Guy Haug. ANECA
- Eladio Hernández Martínez. Community of Madrid
- Alberto Jorge Acosta. Technical University of Catalonia
- Gonzalo León Serrano. Polytechnic University of Madrid
- Xavier Llinàs Audet. Technical University of Catalonia
- Xavier Marcet Gisbert. LTC Project
- Francisco Michavila Pitarch. Polytechnic University of Madrid
- Antonio Montañana Riera. University Jaume I of Castellon
- Joan Mundet Hiern. Technical University of Catalonia
- Josep Maria Oliveras Oliveras. University of Girona
- Joan Antoni Pastor Collado. Open University of Catalonia
- Anastasi Pérez. Technical University of Catalonia
- José Antonio Pérez García. Polytechnic University of Valencia
- Gemma Rauret Dalmau. ANECA
- José Ruiz Navarro. University of Cadiz
- Pello Salaburu Etxeberría. University of the Basque Country-Euskal Herriko Uniberts
- Antonio Salamero. Technical University of Catalonia
- Henri Savall. ISEOR
- Enrique Silvestre. Ministry of Education and Science

Collaborators:

- Francesc Solé Parellada. Technical University of Catalonia
- Francisco Toledo Lobo. University Jaume I of Castellon
- Jordi Torner. Technical University of Catalonia
- Javier Uceda Antolín. Polytechnic University of Madrid
- Belén Urosa Sanz. Pontifical University of Comillas
- Miquel Valero. Technical University of Catalonia
- Paul Verdin. Katholieke University of Leuven (Belgium)

Collaborator institutions:

- AGEFOS PME (Gestion de Fonds pour la Formation dans les PME), Paris (France)
- Centre Européen pour la Formation Professionnelle (CEDEFOP) (European Union)
- Rectors Assembly of the Spanish Universities (CRUE)
- Rafael del Pino Foundation (Spain)
- Cabinet of International Relations of the Turkmen Ministries
- GreCO, Campus Ouvert Interuniversitaire (France)
- Institut National Polytechnique du Grenoble (France)

- National Polytechnic Institute of Mexico (Mexico)
- Ministry of Transport and Communications of Turkmenistan (Turkmenistan)
- Ministry of Economy and Finance of Turkmenistan

Collaborator institutions:

(Turkmenistan)

- Ministry of Education of Turkmenistan (Turkmenistan)
- European Office TACIS in Turkmenistan (Turkmenistan)
- Perm State Technical University (Russia)
- South Ural State University (Chelyabinsk, Russia)
- Ministry of International Relations of the Sverdlovsk Region (Russia)
- Turkmen Institute of National Economy (Turkmenistan)
- Turkmen Institute of Transport and Communication (Turkmenistan)
- Turkmen State University (Turkmenistan)
- University Antonio de Nebrija (Spain)
- Private University Antenor Orrego of Trujillo (Peru)
- Ural Region Ministry of Education (Russia)
- Ural State Technical University (Yekaterinburg, Russia)

Activities

The activities of the Chair take place at the Technical University of Catalonia (UPC) in the local, national and international areas.

These activities are grouped in:

-  Training.
-  Advising and consulting.
-  Research.

Training

The Chair organizes training courses and seminars addressed to the responsible staff in universities, managers and specialists in higher education, to favour the development of the universities managing teams.

The training activities carried out in the Chair can be grouped in the programme of open training, tailor made training and other specific activities.

Open training

From its origin, the Chair has developed a stable programme of courses and seminars about:

-  Strategic direction of the universities for the development of managing teams.
-  Communication and institutional projection at the university.

During the Academic Year 2006-2007 three activities of open training have been carried out. 54 persons of 30 institutions of Catalonia, the rest of Spain, Ecuador and Chile took part in them.

Seminar on Strategic Management of the Universities

During this academic year, the eleventh edition of the Strategic Management of the Universities seminar has been carried out. The seminar is made up of two modules. The first module took place from the 20th to the 24th of November 2006, and the second one from the 22nd to the 26th of January 2007.

The seminar is addressed to the persons in charge of the direction of the universities, rectors, vice-rectors, managers, senior professors, deputy directors and other managing positions and is aimed to be a meeting point for the reflection on the future of the universities, to define, from the debate and the teamwork, the key elements for a strategic planning of quality.

The programme focuses on the fundamental elements of the university management (both in the theoretical and in the practical areas) and in the development of the competences and managerial skills of the participants by means of sessions devoted to the strengthening and analysis of these questions.

Regarding university management, the following subjects have been treated:

- Social commitment of the universities.
- Strategic direction and quality.
- Organizational design of the university.
- Process of strategic planning.
- Strategic approach of teaching. Update of the academic organization.

- Strategic approach of investigation and transfer.
- University-company relationship from the labour insertion perspective.
- Values training.
- Communication and brand management at the universities.
- Financing, assignment of resources, budgeting and fundraising.
- Hidden costs and yields at the universities.
- Information systems for strategic management.
- Personnel policy in the university in the context of knowledge-based society.
- Corporative social responsibility.
- Inter-university information systems.
- Assessment, certifications and quality agencies.

The following management skills have been reviewed:

- Problem solving.
- Emotional intelligence.
- Interpersonal communication.
- Efficient presentations.
- Meeting direction.
- Teamwork.

The seminar closed with the lecture “The Strategic Plan of the Hospital Sant Joan de Déu of Barcelona“, given by Mr. Manuel del Castillo, Hospital manager.

During the seminar some experiences of the participating universities were also presented. Three parallel workshops about experiences in the UPC were carried out too.

The experiences presented by the participating universities were:

- “Obtention of the labels ECTS and SD of the European Community of the Ramon Llull University”. FUNITEC - La Salle.
- “Contract programme with centres of the University of Castile - La Mancha”. University of Castile - La Mancha.
- “Development of the strategic plan in the departments and centres”. University Jaume I.
- “Strategic planning in the Department of Electronic Engineering”. Technical University of Catalonia.
- “Project UCOZI: The gymkhana of the competences”. University of Cordoba.

The seminar was attended by the following teachers:

Miquel Amorós (UPC), Teresa Bofill (UPC), Joan Bravo (AQU), Cristina Bolívar (Cris Bolívar Consulting), Fernando Casado (CAD), Joan Cortadellas (UPC), Ricard de la Vega (UPC), Xavier de las Heras (UPC), Jaume Fabregat (UPC), Alberto Jorge (UM), Francesc Xavier Gil (UPC), Antoni Giró (UPC), Xavier Llinàs (UPC), Xavier Marcet (LTC Project), Antonio Montañana (UJI), Joan Mundet (UPC), Joan A. Pastor (UPC), Gemma Rauret (ANECA), Henri Savall (IESOR), Francesc Solé Parellada (UPC) and Francisco Toledo (UJI).

15 persons of the following institutions attended the seminar too:

- FUNITEC - La Salle. Ramon Llull University (Catalonia).
- Complutense University of Madrid (Community of Madrid).
- University of Cantabria (Cantabria).
- University of Castile - La Mancha (Castile - La Mancha).
- University of Cordoba (Andalusia).
- University of La Laguna (Canary Islands).

- University of Valladolid (Castile and Leon).
- University of The Pacific (Ecuador).
- University King Juan Carlos I (Community of Madrid).
- Autonomous University of Barcelona (Catalonia).
- University Jaume I (Community of Valencia).
- Technical University of Catalonia (Catalonia).

Diploma in Universities High-Level University Management. Madrid

The Diploma in Universities High-Level University Management is given in Madrid and is organized jointly with the Antonio de Nebrija University, with the sponsorship of the Rafael del Pino Foundation and under the auspices of the Assembly of Rectors of the Spanish Universities (CRUE).

The third edition of the seminar took place from the 19th to the 24th of February 2007 and from the 14th to the 19th of June 2007 in the Foundation Rafael del Pino.

The targets of the programme are:

- To improve the training for the leadership and the university direction.
- To create a nucleus of debate about the instruments and processes of improvement of the efficiency in the universities.
- To ease the contact among business and opinion leaders and responsible people that lead the training and investigation processes in the universities.

This programme is aimed at rectors, vice-rectors, managers, deputy directors, deans and unit directors of higher education institutions, and is divided in two face-to-face modules lasting each one a week.

To obtain the title, besides attending the face-to-face sessions, the participants have to read some recommended readings and present some comments about them, as well as a SWOT analysis of their university. Finally, they must present an improvement project of their institution.

Regarding the face-to-face sessions, the following subjects were developed in the last edition:

- Strategic direction and quality.
- Process of strategic planning.
- Strategic approach of teaching
- Strategic approach of investigation.
- European Higher Education Area.
- Internal and external communication and brand promotion.
- Systems of managing information for decision-making.
- Universities financing.
- University management networks.
- Corporative social responsibility.
- University and environment.
- Human component in the organizations.
- Experiences in putting Bologna guidelines into practice.
- Law of university organization.

Workshops of managing skills about the following matters were also developed:

- Skills for the management of change and innovation.
- Skills for the management of commitment.
- Skills in communication and negotiation.

- Skills for the management of emotional states in the organizations.
- Skills for teamwork and meetings leadership.

Four conferences were organized with the participation of outstanding figures of the university world such as: Pello Salaburu (ex rector of the University of the Basque Country), Guy Haug (expert of the ANECA), Francisco Michavila (director of the UNESCO Chair of Management and University Policy of the UPM), Félix García Lausín (general secretary of the University Coordination Council) and Javier Uceda (rector of the UPM).

Among the teaching staff, there were the following participants: José Aguilar López (Mind Value), Senén Barro Ameneiro (University of Santiago of Compostela), Miguel Carmelo García (European University of Madrid), Joan Cortadellas Àngel (Technical University of Catalonia), Francesc Xavier Gil Mur (Technical University of Catalonia), Mercè Gisbert Cervera (Rovira i Virgili University), Eladio Hernández Martínez (Community of Madrid), Alberto Jorge Acosta, Gonzalo León Serrano (Polytechnic University of Madrid), Antonio Montañana Riera (University Jaume I of Castellon), Josep Maria Oliveras Oliveras, Joan Antoni Pastor Collado (Technical University of Catalonia), José Antonio Pérez García (Polytechnic University of Valencia), Gemma Rauret Dalmau (ANECA), José Ruiz Navarro (University of Cadiz), Enrique Silvestre (Education and Science Ministry), Francesc Solé Parellada (Technical University of Catalonia), Francisco Toledo Lobo (University Jaume I of Castellon) and Belén Urosa Sanz (Pontifical University of Comillas).

Eighteen attendees, belonging to the following institutions, participated in the seminar:

- University College of Finance Studies (Community of Madrid).
- UNED (Community of Madrid).
- Antonio de Nebrija University (Community of Madrid).

- University of Bio-Bio (Chile).
- University of Cordoba (Andalusia).
- University of Huelva (Andalusia).
- University of Oviedo (Asturias).
- University Francisco of Vitoria (Community of Madrid).
- International University of Andalusia (Andalusia).
- University San José (Aragon).
- University San Pablo CEU (Community of Madrid).
- University of Valencia (Community of Valencia).
- University Jaume I (Community of Valencia).

Seminar on Communication: The ICT (Information and Communication Technologies) in the University Communication

After dealing with subjects such as the communication to gain students, the communication for the funds raising or the internal communication in the university, the Chair devoted the edition of its communication seminar of the Academic Year 2005-2006 to the importance of the ICT as a tool to improve communication at the university. As a conclusion of the seminar it was evident the importance to study in depth the last trends and the publication formats in Internet, from a practical perspective. The edition of the Academic Year 2006-2007 was designed to fulfil such purpose. It took place on the 28th, 29th and 30th of March 2007.

The target of the seminar has been to offer the attendees a practical vision of the last trends and publication formats in Internet, such as the web 2.0, the weblogs, the podcasting, the videoblogging, the knowledge portals, the social web, etc.

The seminar has been addressed to professionals who carry out communication tasks in the universities and are in need of a practical vision of the mentioned technologies.

The methodology used combines the theoretical presentation with eminently practical workshops which have allowed to understand the functioning of the tools and to obtain the basic ideas giving the communication responsible people the opportunity to make the best of it.

The matters dealt with in the seminar were:

- The web 2.0, definition and communicative repercussions.
- The weblogs, the podcasting and the videoblogging.
- The knowledge portal as communicative and knowledge management strategy in the organization.
- Planning of a knowledge portal.
- Social web, trends and applications.
- How to incorporate the social web into the university webs.
- The communication as persuasion in Internet.

The teaching coordination of the seminar was carried out by Eva Domínguez, multimedia journalist and new technologies consultant. The lecturers were the following ones: David Boronat, director of Multiplica; Alfons Cornella, founder and president of Infonomia; Alfred Comín, journalist expert in information of the technologies; Eva Domínguez, multimedia journalist and new technologies consultant, Marta Comín, of IESE Business School and Bernat Guitart, of Infonomia.

The seminar was attended by 21 participants of the following institutions:

- AQU Catalonia (Catalonia).
- CEU SEK – University of Camilo José Cela (Community of Madrid).
- Foundation Open University of Catalonia (Catalonia).
- Generalitat of Catalonia (Catalonia).
- University of Alcalá of Henares (Community of Madrid).
- University of Bio-Bio (Chile).
- Autonomous University of Barcelona (Catalonia).
- University of Barcelona (Catalonia).
- Technical University of Catalonia (Catalonia).
- University Rovira i Virgili (Catalonia).

■ Tailor-made training

The Chair has organized 14 seminars and workshops for executive teams adapted to the specific necessities and requests of 13 institutions.

The following activities have been developed:

National University of the General San Martín (Argentina). Training seminar for 20 executives of this university. From the 25th to the 27th of September 2006.

Department of Education of the Generalitat of Catalonia. Participation in the quality improvement project of the education centres: training programme for executives in secondary schools focused on strategic planning, leadership and promotion of the centres autonomy.

The General Sub direction of Life-Long Learning and the Pedagogic Resources and the Improvement Unit of the Education Centres were in charge of the organization. The Technical Director of the CUDU, Joan Cortadellas, carried out the activities on the 2nd of October and on the 6th of November 2006 in Barcelona; on the 6th of February 2007 in Sabadell and on the 13th of March 2007 in Valls.

University of Alicante. Joan Cortadellas, Technical Director of the CUDU, and Alberto Jorge, external collaborator of the CUDU, were in charge of the training of all members of the Planning Commission of the University of Alicante, on 16th of October 2006.

ESPOL (Littoral Polytechnic School), Guayaquil, Ecuador. From the 8th to the 13th of December 2006, the seminar on Strategic Management of the Universities took place. 42 managers of this university, headed by its rector did participate in it. The sessions included a SWOT exercise of the ESPOL. The Technical Director of the CUDU, Joan Cortadellas, and the technical sub director, Marisa Juste, took part as teachers.

High Polytechnic Engineering School of Vilanova i la Geltrú (EPSEVG). The board of directors of this school of the UPC asked the CUDU to help, firstly, to reflect on its strategic project and, furthermore, to identify its training necessities. These two activities were carried out by the Technical Director of the CUDU, Joan Cortadellas, and the external collaborator Alberto Jorge on the 12th of March and on the 28th of May 2007.

Conselho Coordenador dos Institutos Politécnicos. Portugal. The president of the council asked the CUDU to carry out the seminar Strategic Management for institutions of Polytechnic High Education in Portugal. The seminar was structured in three modules of one week. It took place in Fatima from the 15th to the 20th of March, from the 24th to the 29th of May and from the 11th to the 14th of

July 2007, with a total of 50 participants. To complete the attendance of some participants, the third module was repeated in Barcelona in December 2007.

University of Valladolid. Training sessions about strategic planning for the members of the Planning Commission of the University of Valladolid, from the 26th to the 30th March 2007. The sessions have been carried out by the Technical Director of the CUDU, Joan Cortadellas and the external collaborator of the CUDU, Alberto Jorge.

University of Lleida. Managing Skills Seminar for the board of directors of the University of Lleida on the 26th of March 2007, with a total of 30 participants. This activity was carried out by the academic sub director of the CUDU, Xavier Llinàs.

Polytechnic Institute of Leiria (IPL). Portugal. Training sessions on strategic planning for the members of the Planning Commission of IPL, in May 2007. This activity was carried out by the Technical Director of the CUDU, Joan Cortadellas and the collaborator of the CUDU, Alberto Jorge.

Rectors National Council (CONARE), which groups the four public universities of Costa Rica. As a first activity impelled by the rectors with a view to improve the university system of the country, a managers training seminar, with the attending of 40 participants, was carried out from the 7th to the 11th of May 2007. This activity was carried out by the Technical Director of the CUDU, Joan Cortadellas. From the 23rd of August to 2nd of September, the teacher Pablo Aranz, external collaborator of the CUDU, led the seminar Indicators of the Public University System of Costa Rica.

Training on company-university relationship, carried out in Barcelona within the project BUILD, from the 1st to the 6th of June 2007. It was attended by 7 participants of the Turkmenistan universities.

University of Vigo. On the 7th of June 2007, it was organized a training session for a group of teachers and SAP (Subaltern Administrative Personnel) of the University of Vigo, which are part of the strategic planning foster group. This activity was carried out by the Technical Director of the CUDU, Joan Cortadellas and the external collaborator of the CUDU, Alberto Jorge.

Training on knowledge management, developer curriculum and glossaries development, held in Barcelona within the project IUKM, from the 25th to the 29th of June 2007. It was attended by 7 participants of the Turkmenistan universities.

National Polytechnic Institut (IPN). Mexico. During this course it has been continued the preparation of the material for the Teacher's Degree in Management and Development of High Education, qualifications shared between the UPC and the IPN, which will begin to be imparted in 2008 in a semi face-to-face way. The responsible for this project on CUDU's site is its academic sub director, Xavier Llinàs.

Conferences

Organized by the CUDU

Conference: "The strategic plan of a Hospital: Hospital de Sant Joan de Déu of Barcelona", by Manuel del Castillo, manager of the Hospital de Sant Joan de Déu de Barcelona. In the frame of the seminar Strategic Management of the Universities. Held in Barcelona on the 24th of November 2006.

Conference: "The evaluation, the certifications and the quality agencies", by Gemma Rauret, manager of the ANECA. In the frame of the seminar Strategic Management of the Universities. Held in Barcelona on the 26th of January 2007.

Conference: "Comparative analysis between the university systems of the United States of America and Europe", by Pello Salaburu, ex rector of the University of the Basque Country. In the frame of the Diploma in Universities High Management. Held in Madrid on the 19^h of April 2007.

Conference: "The situation of the universities facing the European space", by Guy Haug, expert of the ANECA. In the frame of the Diploma in Universities High Management. Held in Madrid on the 23rd of April 2007.

Conference: "Relationship between public power and civil society", by Francisco Michavila, Manager of the UNESCO Chair of Management and University Policy of the Polytechnic University of Madrid. In the frame of the Diploma in Universities High Management. Held in Madrid on the 14th of June 2007.

Conference: "Response of the universities to social demands", by Javier Uceda, rector of the Polytechnic University of Madrid. In the frame of the Diploma in Universities High Management. Held in Madrid on the 19th of June 2007.

With the participation of the CUDU members

"The university in Europe at the present time", by the CUDU technical director, Joan Cortadellas. In the frame of the First Meeting of the Permanent International Seminar of Higher Education held in Buenos Aires on the 25th of September 2006.

"How Universities can help in the competitiveness of the productive system of its scope of influence", by Francesc Solé Parellada, academic director of the CUDU. In the frame of the X Economy Congress of Castile and Leon. Competitiveness and Institutional Frame, held in Valladolid in November 2006.

ANECA Forum. The National Agency for Quality Assessment and Accreditation (ANECA) periodically organizes the so called ANECA Forum, consisting of a day of reflection and debate on a monographic subject, generally thanks to the task of an experts group and the participation of university directors. To help to organize this activity, it was designated a small experts group, being part of it Joan Cortadellas, technical director of the CUDU, and as such, he has participated, in October 2006, in the VII Forum about "Governing and rendering of accounts: the universities in the knowledge society", and in May 2007, in the VIII Forum, under the title "Is it possible Bologna with our present pedagogic culture? Proposals for the change".

"How Universities can help in the competitiveness of the productive system of its scope of influence", by Francesc Solé Parellada, academic director of the CUDU. In the frame of the X Economy Congress of Castile and Leon. Competitiveness and Institutional Frame, held in Valladolid in November 2006. (REPETIT)

"Strategic Planning at the Universities", by Marisa Juste, sub director of the CUDU. In the frame of the final conference "Quality Assurance in Higher Education", held in Irbid (Jordan), on the 21st, 22nd and 23rd of February 2007.

"Quality Management Systems in Education", by Alicia Berlanga, technician of the CUDU. In the frame of the final conference "Quality Assurance in Higher Education", held in Irbid (Jordan), on the 21st, 22nd and 23rd of February 2007.

"Tecnopolis University", by Francesc Solé Parellada, academic director of the CUDU. In the frame of the IX Course of the Universities Juridical Regime (University of Seville), held in Seville in April 2007.

"Appraisal of the investigation at the Universities", by Francesc Solé Parellada, academic director of the CUDU. In the frame of the III session of the Valencian University System about Innovation and Entrepreneurship in Higher Education. Organized by the five Catalan public universities and the Ideas Institute UPV. Held in Valencia in April 2007.

"Strategic Planning at the Universities", by Marisa Juste, sub director of the CUDU. In the frame of the final conference of the Daelcondor project: "Distance Abrogation e-Learning", held in Yekaterinburg (Russia) on the 16th, 17th, 18th, 19th and 20th of June 2007.

"The state-of-the-art of e-Learning in Spain", by Alicia Berlanga, technician of the CUDU. In the frame of the final conference of the Daelcondor project: "Distance Abrogation e-Learning", held in Yekaterinburg (Russia) on the 16th, 17th, 18th, 19th and 20th of June 2007.



Technical Assistance

During the Academic Year 2006-2007 the Chair has organized 12 tailored accompaniment services for institutions wishing to improve the key aspects of the strategic direction and management and the communication strategies, information and marketing.

National University of San Martín. Argentina. Planning sessions at the university, with a first part of approximation to shared concepts and approaches and a second one for the Institution strong and weak points analysis and the opportunities and threats of the environment. With the participation of the technical director of the CUDU, Joan Cortadellas. 26th and 27th of September of 2006.

Polytechnic Institute of Leiria (IPL). Portugal. Finishing of the process of elaboration and development of the institutional strategic Plan. With the advice of the CUDU technical director, Joan Cortadellas, and the CUDU collaborator Alberto Jorge, besides the corresponding training sessions for all the members of the Planning Commission. The process started in March 2006 and was closed in February 2007.

University of Alicante. Participation in the elaboration and development of the strategic institutional Plan. With the advice of the CUDU technical director, Joan Cortadellas, and the CUDU collaborator Alberto Jorge, besides the corresponding training sessions for all the members of the Planning

Commission. The process started in October 2006 and ended in June 2007. The preparation for the training and I+D+i sectorial plans began at the same time.

Escola Superior de Tecnologia e Gestão. Portugal. Advising for the development of the strategic plan of the Escola Superior de Tecnologia e Gestão, of the IPL, project in which also worked the CUDU technical deputy director, Marisa Juste, and the technician Geny Saavedra, in July 2007.

Library of Catalonia. In October 2006, it took place the last consulting session of the CUDU for the Library of Catalonia. This assignment consisted in helping to elaborate a process map of the Library and a reorganization proposal. The technical director of the CUDU, Joan Cortadellas, and the UPC technicians and collaborators of the CUDU Ricard de la Vega and Emiliana Marqués worked on this project.

Polytechnic University of Madrid. University Planning Sessions, with a first part of approximation to shared concepts and approaches and a second one for the institution strong and weak points analysis and the opportunities and threats of the environment. With the participation of the technical director of the CUDU, Joan Cortadellas. 26th and 27th of September of 2006.

University of Valladolid. Participation in the elaboration and development of the institutional strategic Plan. With the advice of the CUDU technical director, Joan Cortadellas, and the CUDU collaborator Alberto Jorge, besides the corresponding training sessions for all the members of the Planning Commission. The process lasted from March to July 2006. At the same time, it began the preparation for the strategic plan of the CARTIF Foundation, participated by the University of Valladolid, project in which worked the CUDU external collaborators, Alberto Jorge and Estrella Varela.

General Direction of Cultural Inheritance, of the Generalitat of Catalonia. After the CUDU carried out of some sporadic activities in this organization, they asked for help in the organization of a departmental action plan which, starting from some strategic lines and by means of the identification of some objectives and the corresponding actions, led them to achieve the expected results. Joan Cortadellas, technical director of the CUDU, began this collaboration in April 2007, and the technician Alícia Berlanga has kept it until 2008.

Technical High School of Architecture of the Vallès (ETSAV). The board of directors of this school of the UPC (Technical University of Catalonia) asked the CUDU for a reflection on their strategic lines. Joan Cortadellas, technical director of the CUDU, carried out this activity on the 2nd of April 2007.

Polytechnic Institute of Porto (IPP). Portugal. The commission that the Presidency of the Institute made to the CUDU consisted in checking and accompanying the first steps made on their own to elaborate their strategic plan. This activity took place on the 16th and 17th of April 2007 and was carried out by the CUDU Technical Director, Joan Cortadellas, and the external collaborator Alberto Jorge, who has continued with the consulting task until the Plan achievement.

National Council of Rectors (CONARE), which groups the four public Universities in Costa Rica. As a first activity fostered by the rectors with a view to improve the university system of their country, it was held a managing training seminar from the 7th to the 11th of May 2007, with an attendance of 40 participants. Afterwards, they commissioned the CUDU to help them in the development of a common indicators system. As a first stage it was proposed to them to begin with the identification of the managing area indicators, with the purpose to work on indicators of the academic area during the Academic Year 2007-2008. From the 23rd of August to the 2nd of September a first intensive workshop by Professor Pablo Arranz, external collaborator of the CUDU, was

carried out. Later on, at the end of November, it was complemented with a second workshop led by the same professor and the technical director of the CUDU, Joan Cortadellas.

Project 3C. Joint project of North-South technological and educative innovation. Three UNESCO Chairs, of the UPC (Technical University of Catalonia), of the University of Andorra and the University of Toulouse 1 Social Sciences, associated with the 3C network with the aim to improve and make it easy the education of children and young people of emergent countries. The tool to carry it out is the low cost OLPC (One Laptop per Child) computer, fostered from the MIT (Massachusetts Institute of Technology). The CUDU is in charge of helping in the internal configuration and organization of this Project and fostering two of the three pilot experiences which are intended to be put into motion in Burkina Faso and the Dominican Republic. The technical director, Joan Cortadellas, the academic deputy director, Xavier Llinàs, and the collaborator Jordi Garcia, vice-dean of the Informatics Faculty of the UPC (Technical University of Catalonia), take part in the project.

Projects financed by the European Commission

The Chair has continued its task with the development of projects financed by the European Commission, providing technical assistance to universities of non common countries, in scopes related to the Chair expertise area.

During the Academic Year 2006-2007 the European Commission has selected two new projects, one of them within the TEMPUS programme and the other framed within the Life-Long Learning programme.

TEMPUS is a programme of the European Commission aiming to promote the development of the systems and higher education institutions in the countries of destination, by means of the cooperation with partners of the member states of the European Union.

The programme is based on the substantiation that higher education institutions are fundamental in the social and economic transition process of these countries, as well as in their cultural development. They are also expertise and human resources centres and guarantee the training of the new leaders' generations.

The Life-Long Learning programme of the European Commission aims to promote the learning opportunities through professional life and to foster the new ICT (Information and Communication Technologies) tendencies in the education.

New projects:

TEMPUS Project: Quality and Excellence in Higher Education Management (EDUQUEx)

Coordinator institution: CUDU-UPC.

Associated institutions:

Katholieke University of Leuven (KUL), Belgium.

Al-Akawayn University (AUI), Morocco.

Dates: November 2007 - December 2009

One of the priorities of the TEMPUS programme for Morocco is the development of university management systems that contribute to the quality improvement.

The main objective of this Project is the development and implementation of the partner university strategic plan jointly with the application of the EFQM (European Foundation for Quality Management) quality model.

The foreseen results are the following ones:

- Development of the partner University strategic plan.
- Tools identification and good practices to carry out the plan implementation
- Training of the involved agents (rectors, vice-rectors, deans, commissions and others).
- Application of the EFQM (European Foundation for Quality Management) model as a quality tool.
- Carrying out of the EFQM (European Foundation for Quality Management) model evaluations in order to know its fulfilment degree.

Life-Long Learning Project: Towards Social e-Learning Environments (eTTcampus 2.0)

Coordinator Institution: CUDU-UPC.

Associated Institutions:

Istituto para la Formazione dei Lavoratori
University of Greenwich
University of Surrey
Scienter
Eiffel
Eden

Dates: December 2007 - December 2009

One of the typologies of the Life-Long Learning programme is the study of the introduction of the new information and communication technologies in the planning and management of higher education.

The main objective of this project is the planning and management of the ICT (Information and Communication Technologies) introduction in the education sector, specially the social tools born with the 2.0 web.

The foreseen results are the following ones:

- Study of the impact of the social tools applied to the education sector.
- Creation of a knowledge management area with 2.0 tools for the teaching staff.
- Creation of knowledge management tools and electronic learning projects follow-up.

On going projects during the Academic Year 2006-2007

TEMPUS Project: International Quality Standards in Higher Education. The European Experience in Improvement of E-Quality (TURKMENQUAL)

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 - August 2008

One of the priorities of the TEMPUS programme for Turkmenistan is the development of quality assessment systems in the higher education institutions.

The main target of this project is the development and the assessment of a quality system of the key process of the higher education. The Turkmen State University has set up a commission with the target of gaining an in depth view in these processes, defining, analyzing and improving them.

The foreseen results are:

- Introduction of the Turkmenistan higher education institutions in the analysis of the international quality. Report of good practices in Europe.
- Definition of a quality model for the Turkmen State University.
- Training of the persons in charge for quality for the setting in motion of the model and its continuous evaluation.
- Improvement plan for the Turkmen State University.

The actions carried out in the Academic Year 2006-2007 are as follows:

- Development of the strategic planning of the Turkmen State University (TSU).
- Design and teaching of a course on quality systems.
- Web page <http://pc717-91.upc.es/turkmenqual/>

TEMPUS Project: Inter University Knowledge Management (IUKM)

Coordinator Institution: CUDU-UPC.

Associated Institutions:

Institute 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.

The main target of this project is the planning of the knowledge management and its application to the destination universities with the final purpose of strengthening the Universities of Turkmenistan by means of their teaching staff and managers training.

The importance of the ICT (Information and Communication Technologies) will be double: its widespread use in the higher education curriculum and its utilization in the intended knowledge management system.

Turkmenistan is a country in transition from a directed and centralized economy to a market economy. For that reason the Universities have decided that the curricula and the strategies to be shared in this knowledge management system are, at a first stage, the ones concerning the economy, the finances and the company's organization. On the other side, and after the independence of their country, the Turkmenistan higher education institutions have showed an important necessity of specific Turkmen vocabulary in several knowledge areas.

The actions carried out during this academic year are as follows:

- Planning, design and development of a training course on financial mathematics for Turkmenistan teachers.
- Carrying out of a glossary of economical-financial English, Russian and Turkmen terms. It has been developed from letter A to letter G.
- Development of a virtual resources space (*Moodle*) with resources of pedagogic material about economy and finances to be found in: <http://sirius.cuefa.inpg.fr/moodle/course/view.php?id=55>

The developed products are:

- Web page (under edition, for the time being it can be consulted the following one: <http://sirius.cuefa.inpg.fr/moodle/course/view.php?id=55>)
- An on-line glossary of economical-financial English, Russian and Turkmen terms.

- Four new programmes about companies' organization (economy and finances) for Turkmenistan.

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 programme, stated in several international publications and meetings, is the strengthening and improvement of the relationship between the Universities and the environment companies and this collaboration be turned into territorial development motor.

The target of this project is to improve the relationship among the Turkmen Universities and the companies. To this effect it is pretended that the associated Turkmenistan Universities develop a strategic plan to improve the relationship between the University and the industry.

The activities carried out during the Academic Year 2006-2007 have been the following ones:

- Strategic planning for the introduction of the University-company relationship in Turkmenistan.

- Development of company plans.
- Design of a course about the industrial insertion processes.
- Follow-up of the implementation of a University-company relationship model.

The developed products have been the following ones:

- A training course given by UPC (Technical University of Catalonia) addressed to teachers of three Turkmenistan Universities.
- Strategic plans of every University for the management of University-company relationship.

Projects ended during the Academic Year 2006-2007

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.

Advising and training in two Turkmen Universities regarding the planning of life-long learning: design and start-up of six post grade courses which are already being offered to professionals and companies, with the final aim of strengthening the Turkmenistan institutions through its managers and leaders training.

Turkmenistan is a country in transition from a centralized planning economy to a market economy. For that reason the Education Ministry and the Universities have decided that the post grade courses deal with subjects related to the economy, the finances and the company's organization.

The actions carried out are as follows:

- Development of a life-long learning centre about economy and management matters.
- Planning of the training centre and informatics resources.
- Life-long learning planning.
- Design, implementation and follow-up of the post grade courses addressed to the Turkmen managers.
- Use of The ICT (Information and Communication Technologies) in higher education and training (improvement of the training quality).

The following products have been developed:

- Life-long learning centre.
- Six courses adapted to the Turkmen reality.
- Web/collaborative virtual environment of the project.

TEMPUS Project: Distance Abrogation, e-Learning Classes Organisation and Network Development in Ural Region (DA EL CONDOR)

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

Associated Institutions:

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CUDU-UPC

Ural State Technical University (USTU), Yekaterinburg, Russia
Perm State Technical University (PSTU), Perm, Russia
South Ural State University, Cheliabinsk, Russia

Dates: April 2005 – June 2007

The Urals region is the most industrial of the Russian regions. In the last years it is experiencing a great development and growth thanks, among other causes, to the establishment of a life-long learning system, provided, to a great extent, by the Universities of the region.

Nevertheless, the great territorial extension of the region and the difficult climatic conditions, make it necessary the introduction of distance training in the Universities. For that reason the target of the Project is to advising and training in the three Universities of the Urals region (Russian Federation) the strategic planning for the introduction of electronic learning in life-long learning.

The actions carried out are as follows:

- Strategic planning of the introduction of the new technologies in the University.
- Design and execution of an on-line course about:
 - management of electronic learning,
 - marketing,
 - quality,
 - collaborative virtual environments.

- Assessment of the project activities (*critical friend audit*).

The following products have been developed:

- An on-line Russian course.



The strategic management in the Spanish Universities. During the Academic Year 2006-2007 a few number of Universities were visited. They have been included, as interesting cases, in the investigation work *The strategic management in the Spanish universities*. This work began as the PFC (Final Degree Project) of the student Adrià Peribáñez and from May 2007 is being continued by the doctorand Michele Giroto. In both cases, the CUDU professor and collaborator, Joan Mundet, has been the director.

The visits paid have been the following ones:

- 12.01.07. University of Mondragon.
- 09.02.07. European University of Madrid.
- 14.02.07. University of Malaga.
- 20.02.07. University of Navarra.
- 21.03.07. Polytechnic University of Madrid.
- 21.05.07. University of Santiago of Compostela.
- 06.06.07. University Jaume I.

Later on, two more visits were paid: to IESE, on 18.02.08, and to ESADE, on 27.03.08.

All this material will be collected in a publication we are preparing along with the ANECA.

Publications:

Accreditation and strategic management for quality in the universities.

Interuniversity Centre for Development. Collection University Management, Santiago of Chile. June 2007. Compilation of the material of the international seminar University Strategic Management, hold in Barcelona on the 22nd and the 23rd of May 2006.

Higher Education in Ibero-America: Report 2007. Interuniversity Centre for Development. Santiago of Chile. June 2007. Publication elaborated with the participation of 41 authors of Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, Spain, Mexico, Panama, Peru, Portugal, Puerto Rico, Dominican Republic, Uruguay and Venezuela. The CUDU Technical Director, Joan Cortadellas, took part in the group of four authors of the report corresponding to Spain.

Transfer of the research results. In: Debate Session'06. Investigation and University-Enterprise Cooperation. Pages. 39-51. Published in Barcelona in March 2007. Collaboration of Francesc Solé Parellada, academic director of the CUDU.

Valorisation of the investigation and organizative model. “An International Conference on Industrial Engineering and Industrial Management”. CIO 2007. Collaboration of Francesc Solé Parellada, academic director of the CUDU.



Càtedra UNESCO de Direcció Universitària
UNESCO Chair of Higher Education Management

Gran Capitàn, 2-4. Office 103 (1st floor)
NEXUS Building
08034 Barcelona

Telephone: + 34 93 401 58 46

Fax: + 34 93 401 07 71

E-mail: info.cudu@upc.edu

Website: www.upc.edu/cudu