



Cátedra UNESCO
de Dirección Universitaria



UNIVERSIDAD POLITÉCNICA DE CATALUÑA



ACTIVITIES REPORT

2007-2008



**Cátedra UNESCO
de Dirección Universitaria**



UNIVERSIDAD POLITÉCNICA DE CATALUÑA

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Summary

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Message from the Director

This document is a summary of the activities provided by the “Càtedra UNESCO de Direcció Universitària” (CUDU) – Unesco Chair for Higher Education Management- of “Universitat Politècnica de Catalunya” (UPC) – Polytechnic University of Catalonia- during the 2007-2008 academic year.

During this period, we have focused on University Management training and on counseling Management Teams from more than fifty Universities from Spain, Chile, Costa Rica, El Salvador, Morocco, Mexico, Peru, Portugal, Russian Federation, Turkmenistan and Venezuela.

Finally, I would like to express my gratitude to all the institutions which have collaborated with our Project, and to all individuals who have offered us their collaboration and experience.

Joan Cortadellas
Technical Director of the CUDU

History

The [Unesco Chair for Higher Education Management](#) at the UPC was founded in 1998. This initiative stems from UNESCO's 1992 creation of UNITWIN/UNESCO Chairs Program. UNITWIN is the abbreviation for UNIVERSITY TWINNING.

This program aims to develop inter-university cooperation and stresses the transfer of knowledge amongst universities. An equally important goal of the program is the promotion of academic solidarity among countries by means of the creation of UNESCO chairs in specific subjects at different universities around the world.

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

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



Càtedra UNESCO
de Direcció Universitària



UNIVERSITAT POLITÈCNICA DE CATALUNYA

Mission

The mission of the UPC UNESCO Chair for Higher Education Management is to “promote excellence in quality, innovation and social commitment at higher educational institution through management training, debate, policy diffusion, study, counseling and knowledge management.”

Our motto is:

QUALITY, INNOVATION AND SOCIAL COMMITMENT

Focus areas

Principle study and research focus developed by the Chair:

- Strategic University planning and management.
- University policy and Higher Education financing.
- Innovative systems for the organization and management of Universities.
- University quality and evaluation.
- University and regional development.
- Management of teaching and investigation.
- Knowledge management in Higher Education institutions.
- Corporative communication and marketing at universities.
- Good governance and financial accountability at universities.

The team

Responsible:	Antoni Giró Roca, Rector of the UPC
Coordinator:	Josep Casanovas García, Vice-Rector of University Policy for the UPC
Academic Director:	Francesc Solé Parellada, Professor of UPC Enterprise Organization Department
Academia Deputy Director:	Xavier Llinàs, Professor of UPC Enterprise Organization Department
Technical Director:	Joan Cortadellas
Technical Deputy Director:	Marisa Juste
Administrative and technical team:	Adolfina Arabí Alícia Berlanga Anna M. Bonet Geny Saavedra Elisenda Ros Dolores Rejón
Assistant Scholars:	Ignasi Bertran Michele Giroto

 A. Bonet	 L. Rejón	 A. Berlanga	 M. Giroto	 A. Arabí	 G. Saavedra	 I. Bertrán	 E. Ros
		 X. Llinàs	 J. Cortadellas	 M. Juste			

Collaborators

- José Aguilar.
MIND VALUE.
- Miquel Amorós.
TRANS
- Pablo Arranz.
University of Burgos.
- Senén Barro.
University of Santiago de Compostela.
- Teresa Bofill.
Association of UPC Friends
- Cristina Bolívar.
Consultant.
- Joan Bravo.
Innovation Department, Universities and Companies
of Generalitat de Catalunya.
- Jose Cabré.
Polytechnic University of Catalunya.
- Gerard Campanera.
Polytechnic Foundation of Catalunya.
- Miguel Carmelo.
European University of Madrid.
- Fernando Casado.
Alliances Centre for the Development.
- Eduardo Coba.
National Agency of Quality Evaluation and
Accreditation.
- Manuel del Castillo.
Sant Joan de Déu Hospital (Barcelona).
- Mireia de la Rubia.

- Polytechnic University of Catalunya.
- Ricard de la Vega.
Polytechnic University of Catalunya.
- Emilio Eguía.
University of Cantabria
- Josep Maria Fuertes.
Polytechnic University of Catalunya.
- Francesc Xavier Gil.
Polytechnic University of Catalunya.
- Antoni Giró.
Polytechnic University of Catalunya.
- Mercè Gisbert.
Rovira i Virgili University.
- Guy Haug.
National Agency of Quality Evaluation and
Accreditation.
- Joan Hernández.
University of Barcelona.
- Alberto Jorge.
Consultant.
- Gonzalo León.
Polytechnic University of Madrid.
- Faraón Llorens.
Universidad of Alicante.
- Xavier Marcet.
LTC Project SL,
- Francisco Michavila.
Polytechnic University of Madrid.
- Antonio Montañana.
Jaume I University

- Joan Mundet.
Polytechnic University of Catalunya.
- José María Ortiz.
University Antonio de Nebrija.
- Javier Paricio.
University of Zaragoza.
- Joan Antoni Pastor.
Polytechnic University of Catalunya.
- Francisco Pérez.
Valencian Institute for Financial Investigation.
- Anastasi Pérez.
Polytechnic University of Catalunya.
- Amadeo Petitbó.
Rafael del Pino Foundation.
- Pau Roig.
Polytechnic Foundation of Catalunya.
- Pello Salaburu.
Vasco Euskal Herriko University.
- Antonio Salamero.
Polytechnic University of Catalunya.
- Gerard Segú.
Open University of Catalunya.
- Gemma Sesé.
Polytechnic University of Catalunya.
- Francisco Toledo.
Jaume I University.
- Jordi Torner.
Polytechnic University of Catalunya.
- Inmaculada Tubella.
Open University of Catalunya.

- Javier Uceda.
Polytechnic University of Madrid.
- Belén Urosa.
Comillas Pontifical University.
- Miguel Valero.
Polytechnic University of Catalunya.
- Paul Verdin.
Katholieke Universiteit Leuven
- Marc Voltas.
Polytechnical Foundation of Catalunya.
- Iosu Zabala.
Mondragon Unibertsitatea.

Collaborating

Institutions:

- MIND VALUE.
- TRANS
- University of Burgos.
- University of Santiago de Compostela.
- UPC Friends Association
- Innovation Department, Generalitat de Catalunya Universities and Companies.
- European University of Madrid.
- Alliances Centre for the Development.
- National Agency for the Quality Evaluation and Accreditation
- Sant Joan de Déu Hospital of Barcelona.
- University of Cantabria
- University Rovira i Virgili.
- University of Barcelona.
- University of Alicante.
- LTC Project, S.L
- Polytechnic University of Madrid.
- Jaume I University
- Antonio de Nebrija University.
- University of Zaragoza.
- Valencian Institute of Financial Investigation.
- Rafael del Pino Foundation.
- Polytechnic Foundation of Catalunya.
- Vasco Euskal Herriko Uniberts.
- Open University of Catalunya.
- Polytechnic University of Madrid.
- Comillas Pontifical University.
- Katholieke Universiteit Leuven
- Mondragon Unibertsitatea.

Activities

The Chair's activities take place at the Polytechnic University of Catalonia at local, national and international levels.

These activities are grouped in:

- Training.
- Counseling and consulting.
- Investigation.

Training

The Chair organizes training courses and tutorials serving those responsible for the management of universities, higher education managers as well as specialists, in order to promote the development of management teams at universities.

The training activities organized by the Chair can be grouped into open training, tailor made training and other specific activities.



■ Open training

From the beginning, the chair has developed a steady program of courses and lectures about:

- Strategic University Management for the development of management teams.
- Communication and institutional outreach in the university.

During the academic course 2007-2008 two open training activities have been delivered, in which 44 people from 39 Higher Education institutions have taken part.

❖ Strategic University Management Seminar



The twelfth edition of the Strategic University Management Seminar was delivered during this academic year. The seminar consisted of two modules. The first module took place from the 8th until the 13th of November 2007, and the second from the 24th until the 29th of January 2008.

The seminar was addressed to those responsible for the management of universities for instance Rectors, Vice-Rectors, managers, deputy managers and other managing positions. The main objective was to have a meeting point for the participants to consider the future of universities and to define the key elements required in high quality strategic planning, taking debate and teamwork as a starting-point.

The program focuses on key elements in university management (both theoretical and practical) and on the development of the participants' management skills through sessions addressed to reinforcing and analyzing these areas.

The following themes related to university management were considered in the seminar:

- Strategic managing and quality.
- University organizational design.
- Change management and strategic planning process.
- Strategic approaches to teaching.
- Innovation and university relations with the environment.
- New pedagogical culture for the incorporation into the European Program for Higher Education.

- Universities and Industry relations for job training.
- Financing, resources assignment and fund raising. Resourcing funding.
- Human resources policy in the university within the context of a knowledge society.
- Corporate social responsibility.
- Information systems for the strategic management.
- Control panel development.
- Trade communication and management in universities.
- Inter-university information system.

The following managing skills are developed:

- Efficient Presentations
- Meeting management
- Emotional intelligence
- Problems solving
- Teamwork

We organized Iosu Zabala's work, "*Mondragon's University affair*" as the closing lecture for the seminar.

The participating universities presented their experiences during the seminar and delivered three parallel workshops about UPC's experiences.



The participating universities made the following presentations:

- “Syllabus design and organization with complete participation of all social agents”. University Camilo José Cela.
- “Innovation management system of the University of Florida” Florida Training Center.
- “Environmental quality and sustainability” University of Valladolid
- “1991-2008. 17 years of strategic planning in the UPC Libraries service” Polytechnic University of Catalonia.
- “Internal Program contracts for financing strategic actions”. University of Lleida.
- “External practices”. Autonomous University of Barcelona.

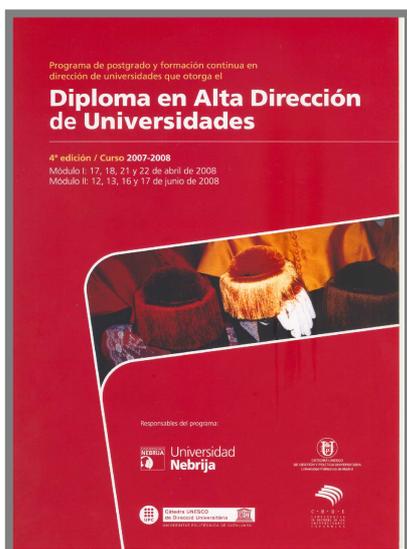
Among the teaching staff participating in the seminar, were *Miquel Amorós, Teresa Bofill, Cristina Bolívar, Joan Bravo, Fernando Casado, Ricard de la Vega, Joan Cortadellas, Manuel del Castillo, Francesc Xavier Gil, Antoni Giró, Mercè Gisbert, Alberto Jorge, Xavier Llinàs, Xavier Marcet, Antonio Montañana, Joan Mundet, Javier Paricio, Joan Antoni Pastor, Francesc Solé, Francisco Toledo, and Iosu Zabala.*

21 people from the following institutions attended the seminar:

- Florida Training Center, seconded to the University of Valencia and to the Polytechnic University of Valencia (Comunidad Valenciana)
- Private Foundation Rinaldi (Catalonia)
- Salesians University School of Sarrià (Catalonia)
- Metropolitan Autonomous University (Mexico)
- University Camilo José Cela (Madrid)
- Central University of Venezuela (Venezuela)
- University of Salamanca (Castilla y León)
- University of Valladolid (Castilla y León)
- La Molina National Agrarian University (Perú)
- University Rey Juan Carlos (Madrid)
- Autonomous University of Barcelona (Catalonia)
- University of Alacant (Comunidad Valenciana)
- University of Girona (Catalonia)
- University of Lleida (Catalonia)
- University of València (Comunidad Valenciana)
- University Jaume I (Comunidad Valenciana)
- Polytechnic University of Catalunya (Catalonia)



❖ Diploma in University Upper Management. Madrid



The Diploma in University Upper Management is offered in Madrid, and it is organized in collaboration with the Autonomous University of Lebrija and the UNESCO Chair for University Managing and policy at the Polytechnic University of Madrid, with the sponsorship of Rafael del Pino Foundation and under the auspices of the Spanish Universities Rectors' Conference (CRUE).

The seminar was presented for the third time from the 17th to the 22th of April 2008, and from the 12th to the 17th June 2008 in the Rafael del Pino Foundation.

The program aims were to:

- Improve the training for leadership and university management.
- Create a core debate about the processes and means of improving university efficiency.
- Provide contact between business and opinion leaders and the people responsible for management training and the processes of research in universities.

This program is addressed to Rectors, Vice-Rectors, managers, deputy managers, Deans and unit managers of higher educational institutions, and it divides into two face-to-face modules which last one week and two on-line modules, which precede and follow the in-class sessions.

Requirements for the degree are attendance at the face-to-face component; some required reading, written work related to the readings and a SWOT Analysis of their university. Finally, they must hand in an improvement project for their institution.

During the face-to-face components, the following themes were developed in the most recent session:

- Strategic management and quality.
- The University and its environment.
- Strategic planning processes.
- Teaching strategic approaches.
- Strategic approaches in research.
- Internal and external communication and brand promotion.
- Managing information systems for decision-making.
- Integrated dashboard.
- University financing.
- University network management.

- The human component in a university.
- Assessment and accreditation.
- Experiences in the implementation of the Bologna guidelines.
- Work incorporation and the promotion of entrepreneurship.
- Corporate social responsibility at universities.

There were workshops to develop management competences which incorporated the following themes:

- Change and innovation management.
- Commitment management.
- Communication and negotiation.
- Management of emotional states in organizations.
- Teamwork and meetings managing.

The diploma requires the execution of practical workshops in different areas:

- Practical application of an integrated dashboard.
- Better practices for university management.

There were seven lectures organized featuring prominent figures from the university World. They were *Ángel Gabilondo, Guy Haug, Francisco Michavila, Amadeo Petitbó, Pello Salaburu, Inmaculada Tubella* and *Javier Uceda*.

Among the teachers were *José Aguilar, Senén Barro, Miguel Carmelo, Joan Cortadellas, Mercè Gisbert, Alberto Jorge, Gonzalo León, Faraon Llorens, Xavier Marcet, Antonio Montañana, José Antonio Pérez, Gemma Rauret, Francesc Solé, Francisco Toledo* and *Belén Urosa*.

Twenty-three people participated in the seminar from the following institutions:

- Central University of Venezuela (Venezuela)
- University of Bío Bío (Chile)
- High School of economics and business (El Salvador)
- University Rey Juan Carlos (Madrid)
- University of Córdoba (Andalucía)
- University of Cantabria (Cantabria)
- University Antonio de Nebrija (Madrid)
- University of Jaén (Andalucía)
- National University of Distance Learning (Madrid)
- University of Las Palmas de Gran Canarias (Islas Canarias)
- Metropolitan University of Caracas (Venezuela)
- University of Valladolid (Castilla y León)
- European University Miguel de Cervantes (Madrid)
- Polytechnic University of Valencia (Comunidad Valenciana)
- University Francisco de Vitoria (País Vasco)
- University of Valencia (Comunidad Valenciana)
- University of Huelva (Andalucía)
- University of Almería (Andalucía)
- University of Cadiz (Andalucía)

■ Taylor-made training

Ten seminars and workshops have been organized by the Chair for the managerial team. These are adapted to the specific needs and requests of 9 institutions.

These are as follows:

1 National Polytechnic Institute (México). Training for 300 management team assistants regarding Strategic management and Management Improvement was provided. The training took place from the 3rd to the 7th of September 2007 and was given by Joan Cortadellas.

2 University of Bío-Bío (Chile). Managers from the University of Bío-Bío directed a Training stay for Strategic and Quality management in Barcelona. The training included best practices for quality and technology transfers at the UPC and discussed teaching innovation within the framework of the EEES in the Rovira i Virgili University of Tarragona. The training took place from the 1st to the 5th of October 2007 and was directed in collaboration by Joan Cortadellas and Geny Saavedra.

3 Institutions and Organizations of the Bío-Bío Region (Chile). Managers from the local government and the universities of Bío Bío Region directed a training stay in our University. The aim was to investigate initiatives and best practices in the following areas: sustainability, innovation, enterprising, regional development, university-companies-government relations, boards of participation and tertiary sector, was offered from the 24th of September to the 1st of October 2008.

Training for Managers of the Polytechnic Higher Education Institutions.

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The program was offered in 3 face-to-face modules, of 4 days each, on the following dates: Module 1: from the 15th to the 20th of March 2007, Module 2: from the 11th to the 14th of July 2007 and Module 3: from the 11th to the 14th of September 2007.

The program's totaled 136 hours, of these 102 hours were face-to-face, plus 34 hours of on-line education, obligatory exercises and readings. The program's technical management was shared by Joan Cortadellas and a representative from the Portuguese institutions. The participating teachers are regular collaborators of the UNESCO Chair. Given the high number of participants – around 60 people – it was often necessary to divide into two or three groups to allow participation.

5

Telecommunications Engineering High School of Barcelona - ETSETB (Catalonia).

Initial training was offered to support the strategic planning process of ETSETB. A session took place on the 6th of February 2008, directed by Joan Cortadellas.

Agency for University Quality - AQU (Catalonia). Initial training was provided to support the AQU's strategic planning process. Two sessions took place, the 22nd of May and the 11th of June, 2008 and both were directed by Joan Cortadellas.

6

7 Catalan Terminology Centre -TERMCAT (Catalonia). Initial training was provided to support the ISO 9001:2000 standard implementation in the services offered by TERMCAT. Two groups took part in the training: TERMCAT staff and collaborators. The course was given by Alicia Berlanga in May, 2008.

Public Universities of Costa Rica. A training conference in Spain was addressed to the managers of four public universities in Costa Rica. The conferences were delivered with the collaboration of the University of Burgos and the University Jaume I of Castellon. The training included institutional best practices for information systems and quality management. The training was given by Joan Cortadellas and Pablo Arranz, from the 12th to the 16th of November, 2007.

9 University of Tcheliabinsk (Russia). A training seminar about the introduction and management of new technologies was given at UPC. The training was provided by the academic staff and services of the UPC and the Polytechnic Foundation of Catalonia: Gemma Sesé, Jordi Torner, Jose Cabré, Gerard Campanera, Miquel Valero, Pau Roig, Marc Voltas, Josep Maria Fuertes.

The seminar included a visit to the University of Barcelona's TIC Department, guided by Joan Hernández Basora. The training took place between the 12th and the 16th of November 2007.

Polytechnic Institute of Leiria (Portugal). A training seminar regarding teaching and coaching methodologies was given by Xavier Llinàs and Miguel Valero. The training took place during May, 2008.

■ Lectures

❖ Organized by CUDU

"The Social commitment of universities ", delivered by Antoni Giró, within the framework of the Strategic University Management seminar. The speech was given in Barcelona on the 8th of November, 2007.

"The Strategic plan of A Hospital: Sant Joan de Deu Hospital of Barcelona", delivered by Manuel del Castillo, within the framework of the Strategic University Management. The speech was given in Barcelona on the 13th of November, 2007.

"The case of Mondragon University ", delivered by Iosu Zabala, within the framework of the Strategic University Management seminar. The speech was given in Barcelona on the 29th of November, 2007.

"The Global view of the Spanish University ", delivered by Ángel Gabilondo, within the framework of the seminar for the Diploma in University Upper Management seminar. The speech was given in Madrid on the 17th of April, 2008.

"Comparative analysis of the university systems in the EEUU and Europe", delivered by Pello Salaburu, within the framework of the seminar for the Diploma in University Upper Management. The speech was given in Madrid on the 18th of April, 2008.

"Universities situation regarding European Space ", delivered by Guy Haug, within the framework of the seminar for the Diploma in University Upper Management. The speech was given in Madrid on the 19th of April, 2008.



"Moving towards other university models", delivered by Inma Tubella, within the framework of the seminar for the Diploma in University Upper Management. The speech was given in Madrid on the 13th of June, 2008.

"University and social questions", delivered by Javier Uceda, within the framework of the seminar for the Diploma in University Upper Management. The speech was given in Madrid on the 17th of June 2008.

❖ With participation by CUDU's members

“Institutional policies and strategies regarding knowledge transfer and assessment”, delivered by Francesc Solé Parellada. The lecture was given within the framework of the Research Appreciation Workshop. Universities of Valencia net for the promotion of I+D+i, which took place in October, 2007.

“University support for new scientific and business projects”, the paper was presented by Francesc Solé Parellada at the *Jornadas Crea* with technological basis. C.R.E.A., which took place in the University of Valladolid, in October, 2007.

“Shares in the university”, was presented by Francesc Solé Parellada. The lecture was given at the IX Aneca Forum: The 21st Century University, which took place in Madrid, in November, 2007.

“Good university governance”, delivered by Francesc Solé Parellada. The lecture was given at the XXXI Symposium on the Social Councils of Spanish Universities. University, Culture and Society, which took place in Cordoba, in November, 2007.

“Globalization and strategic planning in higher education”, delivered by Francesc Solé Parellada. The Lecture was given within the framework of the Aula Magna Academic Meeting, which took place at the Pontifical Catholic University of Perú, in November 2008.

“The Creation of Companies and Territories ¿Do university institutions offer what entrepreneurs need?”, delivered by Francesc Solé Parellada. The lecture was given at the congress on Business *creation in the Valencia Region*,

which took place at the Elche *Bancaja* Chair for young entrepreneurs, in December 2007.

“Entrepreneurial university”, delivered by Francesc Solé Parellada. The lecture was given at the Roundtable on Entrepreneurship Education. REE, Stanford Technology Ventures Program’s, which took place in Barcelona in September, 2007.

“It is possible to undertake from the university”, delivered by Francesc Solé Parellada. The lecture was given at the Conference to introduction the Bancaja Chair for Young Entrepreneurs, which took place at the University of Alicante in October, 2007.

"Strategic Management and Quality ", delivered by Joan Cortadellas within the framework of the Master of Sustainability, which organizes the CITIES, held in Barcelona the 18th of December, 2007.

"Strategic Management and Quality ", delivered by Joan Cortadellas. The lecture took place in the Education Department of the Generalitat de Catalunya, in Granollers on the 23rd of January, 2008.

"Strategic Management and Quality ", delivered by Joan Cortadellas. The lecture took place in the Education Department of the Generalitat de Catalunya, in El Prat de Llobregat on the 28th of January, 2008.

"Strategic Management and Quality ", delivered by Joan Cortadellas. The lecture took place in the Education Department of the Generalitat de Catalunya, in Tarragona on the 30th of January, 2008.

“Government and effectiveness in the universities”, delivered by Francesc Solé Parellada. The lecture was given at the Congress on Trends and Changes

in University Governance, organized by the Knowledge and Development Foundation (Foundation CYD), which took place in Barcelona, in February, 2008.

"Strategic Management and Quality", delivered by Joan Cortadellas. The lecture took place in the Education Department of the Generalitat de Catalunya, in Barcelona on the 6th of February, 2008.

"Modernizing Governance Structures within Universities- University Perspective", delivered by Francesc Solé Parellada. The lecture was given at the European University/Business Forum Congress. Education and Culture DG. Lifelong Learning Program, which took place in the European Commission Headquarters in February, 2008.

"The creation of Business and Entrepreneurial University", delivered by Francesc Solé Parellada. The lecture was given at the *Business Angels and Emprenedoria* Congress, which took place in the Social and Economic Council headquarters of the Balearic Islands in March, 2008.

"University Management, how we go from planning to action: developing and exploratory research on the role of narrative in the relationship between strategic planning and performance", delivered by Joan Cortadellas, Joan Mundet and Michele Giroto. The lecture was given at the International Conference and Doctoral Consortium Organizational Development and Change, which took place in Lyon (France) on the 21st and 22nd of April, 2008.

"Should the university be entrepreneurial?", delivered by Francesc Solé Parellada. The lecture was given at the VIII International Congress for University Entrepreneurship at the Universities of Santiago de Compostela in May, 2008.

“The creation of a national center for best practices in University management (Spain)”, delivered by Joan Cortadellas and Michele Giroto. The lecture was given at the International Seminar on “Strategic managing for quality universities”: The roll of the strategic planning and direction for quality management, which took place in Santo Domingo (República Dominicana) in the INTEC- Technological Institute of Santo Domingo Headquarters, on the 9th of May, 2008.

“Strategic management of universities”, delivered by Francesc Solé Parellada. The lecture was given at the XIV Spanish Universities Archivists Conference Congress: Strategic management of university archives in June, 2008.

Counseling and consulting services

During the 2007-2008 year, the Chair organized **13** tailor-made **services** for institutions, which wanted to improve key aspects of their strategic management, communication, information and marketing strategies.

1 **General Management of our Cultural Heritage**, of the *Generalitat de Catalunya*. Following sporadic activities with this organization, we were asked to assist them in organizing a departmental strategy and plan. Beginning along strategic lines, then identifying objectives and the corresponding requirements this should lead them to achieving stated goals. Joan Cortadellas began this collaboration in April, 2007 and Alicia Berlanga continued until 2008.

CARTIF – University of Valladolid. We provided counseling for the development and creation of a Strategic Plan for CARTIF as well as training for researchers. Alberto Jorge and Estrella Varela collaborated on this project from January to June, 2008. **2**

3 **Escola Superior de Enfermagem of Coimbra**. Portugal. Counseling for the development of the Institutional Strategic Plan. Joan Cortadellas provided counseling and corresponding training sessions of all Planning Commission Staff. The process, which was started in January 2008, was brought to close in June, 2008.

Centre de Terminologia del Català - TERMCAT. Counseling was provided by Alicia Berlanga to develop ISO 9001:2000 Standards for TERMCAT services. The process began in April, 2008 and was scheduled for certification in May, 2009. **4**

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Technological Institute of Santo Domingo. Republica Dominicana. Counseling for the monitoring of the Institutional Strategic Plan. Joan Cortadellas provided the counseling which took place in November and December, 2008.

Superior Polytechnical Institute of Cavado e Ave. Portugal.

Counseling for the development of an Institutional Strategic Plan with Joan Cortadellas and Alberto Jorge advising. They also provided corresponding training sessions for the Planning Commission Staff. The counseling took place from January to June, 2008.

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7

Superior Polytechnical Institute of Porto. Portugal. Counseling for development of the Institutional Strategic Plan. Joan Cortadellas and Alberto Jorge provided counseling and corresponding training sessions for the Planning Commission Staff. The Project took place from January to June, 2008.

Superior Polytechnical Institute of Leiria. Portugal. Counseling for

the development of the Institutional Strategic Plan. Joan Cortadellas, Marisa Juste and Geny Saavedra provided counseling and corresponding training sessions for the Planning Commission Staff. The counseling took place from June to December, 2007.

8

Superior Polytechnical Institute of Viana do Castelo. Portugal.

Counseling for the development of the Institutional Strategic Plan. Joan Cortadellas, Geny Saavedra and Alberto Jorge provided counseling and the corresponding training sessions for the Planning Commission Staff. The counseling took place from September, 2007 to February, 2008.

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University of Valladolid. Counseling for the development of the Institutional Strategic Plan. Joan Cortadellas, Geny Saavedra and Alberto Jorge provided counseling and the corresponding training sessions for the Planning Commission Staff. The counseling took place from September, 2007 to March, 2008.

University of Vigo. Counseling for the development of the Institutional Strategic Plan. Joan Cortadellas and de Alberto Jorge provided counseling and the corresponding training sessions for the Planning Commission Staff. The counseling took place from January to June, 2008.

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Universidad of Alicante. Counseling for the development of the Tics' Sectorial Plan. Joan Cortadellas and Alberto Jorge provided counseling which took place from January to June, 2008.

13

Universidad of Antofagasta. Chile. Counseling for the revision of the 2008-2012 Institutional Strategic Plan. Joan Cortadellas provided counseling in collaboration with a commission of experts formed by Luis Eduardo González, CINDA Program Coordinator, Benabé Santelices, Pontifical Catholic University of Chile, Juan Antonio Rock, University of Toluca's Rector, and Mario Letelier, University of Chile's Professor. The consultation took place from the 12th to the 16th of May, 2008.

Projects financed by the European Commission



The Chair continued its task with the development of projects financed by the European Commission. These provide technical assistance Projects to universities of non-Community countries, in fields linked to the Chair's area of expertise.

During the 2007-2008 year the European Commission selected a new Project within the framework of TEMPUS Program.

TEMPUS is a European Commission Program which aims to promote Higher Education systems and institutions in designed countries, through cooperation with members from the CEE Members States.

The program is based on the ascertainment that higher educational institutions are of paramount importance to social and financial transformation as well as cultural development in these countries. Higher educational institutions are centers of knowledge, skill and human resources and guarantee new generations of leaders.





Project Tempus Meda “Eduquex”: Quality and Excellence in Higher Education Management.

Coordinating Institution: CUDU-UPC. Associated

Institutions: Katholieke University of Leuven (Bélgica), Al-Akhawayn University (Morocco).

The Eduquex Project started in November, 2007 and will end in December 2009.

One of the priorities for the TEMPUS program for Morocco is the development of university management systems which will contribute to quality improvement.

The principle aim of this Project is to develop and implement the *partner* university strategic plan together with the implementation of the EFQM quality model.

The projected results:

- Development of the *Partner* University Strategic Plan.
- The identification of tools and best practices needed to carry out the implementation plan.
- Personnel training for instance: Rectors, Vice-Rectors, Deans, committees or others).
- EFQM model application as a quality tool.
- EFQM model assessment to monitor its compliance.



Project Life Long Learning “eTTcampus 2.0”: Towards Social e-Learning Environments.

Coordinating institution: CUDU-UPC. Associated institutions: Istituto para la Formazione dei Lavoratori, University of Greenwich, University of Surrey, Sciento, Eifel, Eden.

One of the Life Long Learning program typologies is the study and introduction of new communication and information technologies in the higher education planning and management. This project's primary aim is to plan and manage TIC introduction in the education sector, especially the introduction of social tools' inspired by web 2.0 tools.

The eTTcampus 2.0 project began in November, 2007 and will finish in December, 2009.

The projected results:

- Research into the impact of social tools in the educational sector.
- Creation of management systems for understanding web 2.0 tools for the teaching staff.
- Creation of management tools for understanding and monitoring virtual learning systems.
- Web site www.ettcampus.org

Project Tempus “IUKM”: Inter University Knowledge Management.

Coordinating institution: CUDU-UPC. Associated institutions: Institute National Polytechnique de Grenoble (INPG), Francia, Turkmen Institute of National Economy (TINE), Turkmenistan Turkmen Institute of Transport and Communication (TITC), Turkmenistan Turkmen State University (TSU), Turkmenistan.

The project began in September, 2006 and will finish in November, 2009.

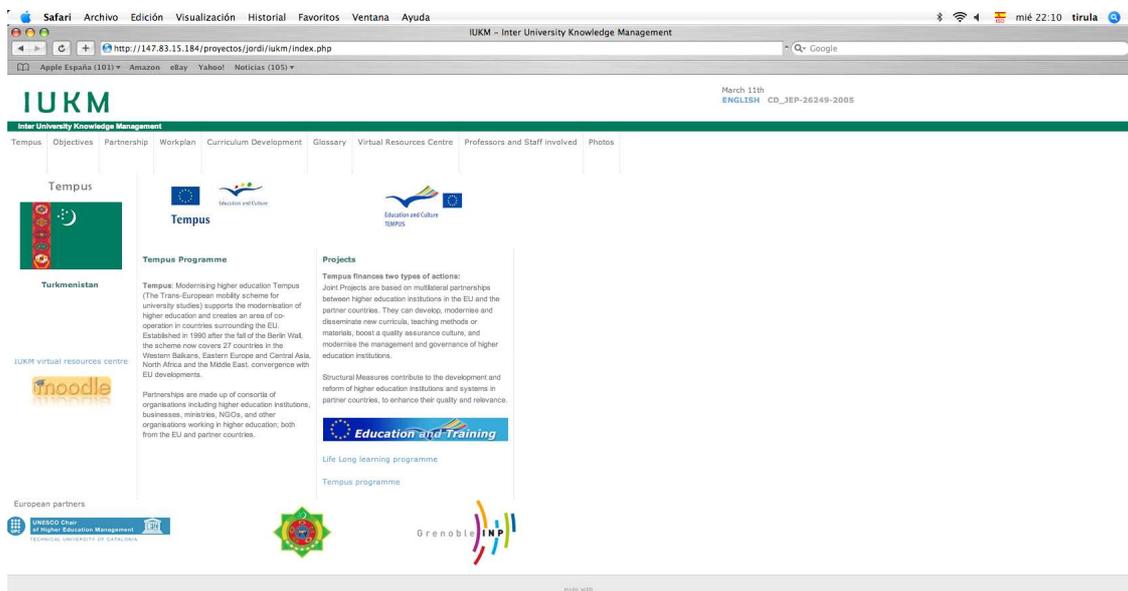
The aim of this project is to plan the required knowledge management systems and apply them to the assigned universities with the ultimate goal of strengthening Turkmenistan's universities through training of their teaching and management staff in these skills.

The TICs are going to have a double importance: their widespread use in the higher education curriculum and their use in knowledge managements system which will be created.

Turkmenistan is a country in transition from a channeled and centralized economy to a market economy. For this reason the universities have decided that the curriculums and strategies they intend to share with the use of these knowledge management systems are, in a first phase, related to the economy, finances and business organization. Following this, the higher education institutions of Turkmenistan have expressed, after the country's Independence, an important need for specific vocabulary in the Turkic language in several knowledge areas.

The completed actions during this academic year have been:

- Planning, design and development of a financial training course for Turkmenistan's teachers.
- Finalization of a glossary of economical-financial terms in English, Russian and Turkic.
- Creation of a virtual resources space (*Moodle*) with pedagogical resources and material about economics and finances, which can be visited at www.upc.edu/cudu/iukm



Projects financed in 2007-2008 year

Turkmenqual Project Tempus “Turkmenqual”: International Quality Standards in Higher

Education. The European Experience in the state and in improving Higher

Education Quality. Coordinating institution: CUDU-UPC. Associated

institutions: Institut National Polytechnique de Grenoble (France), Turkmen

State University (Turkmenistan), Turkmen Ministry of Education

(Turkmenistan)

The Turkmenqual project began in May, 2006 and finished in July, 2008.

One of the TEMPUS program priorities for Turkmenistan is to develop systems to assure quality in higher education institutions.

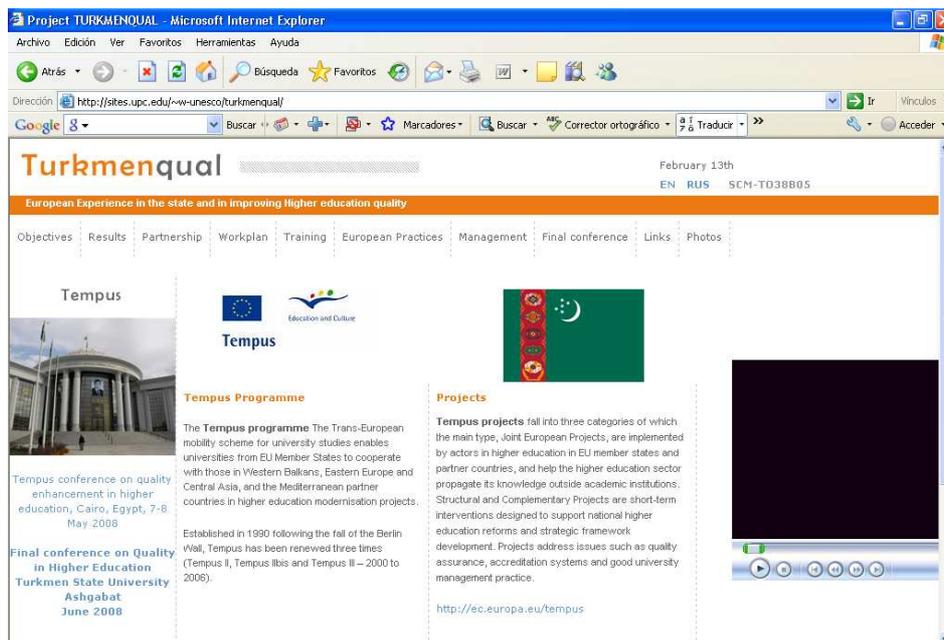
The main aim for this project is to develop and evaluate a quality system for the key processes of the higher education. The Turkmen State University created a commission with the aim to study in depth, define, analyze and improve these processes.

The projected results:

- Introduction of systems of analysis for international quality stand to the higher education institutions of Turkmenistan. Report on best practices in Europe.
- Definition quality standards model for Turkmen State University.
- Training for those responsible in the system start up and its continued evaluation.
- Improvement plan for the Turkmen State University.

Completed activities for the 2007-2008 academic year:

- Development of the strategic planning for the Turkmen State University (TSU).
- Design and delivery of the management system for a quality education course.
- Website www.upc.edu/cudu/turkmenqual





Project TEMPUS: Better University Industry Links Development (BUILD)

Coordinating institution, Institut National Polytechnique de Grenoble.

Associated institutions: CUDU-UPC, Turkmen Institute of National Economy (TINE), Turkmenistan, Turkmen Institute of Transport and Communication (TITC), Turkmenistan, Turkmen State University (TSU), Turkmenistan

The project began in May, 2006 and ended in October, 2007.

One special priority of the TEMPUS program, expressed in many international publications and meetings, is the strengthening and improvement of the relationship between universities and the financial sector, and that this collaboration has to become the driving force for the regions' development.

This primary objective of this project was to improve the relationship between the Turcoman universities and the economic sector. The universities of Turkmenistan aimed to develop a strategic plan for the improvement of the existing relationship between the university and industry.

The activities completed the 2007-2008 year:

- Strategic planning for the introduction of a renewed relationship between the universities and industry in Turkmenistan.
- Business plan development.
- Course design for job training hiring processes.
- Monitoring the implementation of the university-industry relationship model.

Research

Expansion Plan for research activities

During the 2007-2008 year, as per the Chair's Marketing Plan, an Expansion Plan for research activities was delivered by with the aim of dynamizing research in the management of Higher Education Institutions.

The main aims taken on in the expansion plan were:

- 1) Reformulation of the research strategies of the Chair.
- 2) Creation of a university management best practices observatory.
- 3) Implementation of study into applied research to identify the real needs of management boards for higher education institutions.
- 4) Dissemination of the research activities of the Chair.

Doctoral These Project

As a part of the strategic management study of higher education institutions as promoted by the Chair, work is being completed as a doctoral thesis concerning the relationship between strategic planning and performance. Michele Giroto, supervised by Chair collaborator Professor Joan Mundet, is performing the study within the Doctoral Program for the DOE Business Administration of the UPC. The first phase of her thesis, titled "The influence of strategic language and micro-practices on the strategy implementation process and its performance within a higher education institution setting", was completed in September, 2008. The research project is centered on an exploratory study and literature revision in three specific directions: strategic planning in higher education, strategy as a social practice and strategic performance. The work argues that in spite of many studies about strategic planning, very few present

empirical evidence that strategic plans are effective in the creation of improvement at the institutional level, and the available literature shows that there are few published examples in the academic sector attempting to evaluate the consequences of strategic planning and user satisfaction.

The second phase, currently under development, will apply the methodology described in the draft, characterized by numerous case studies of European higher educational institutions.



Creation of a Best Practices Observatory in University Management (Telescopi CUDU)

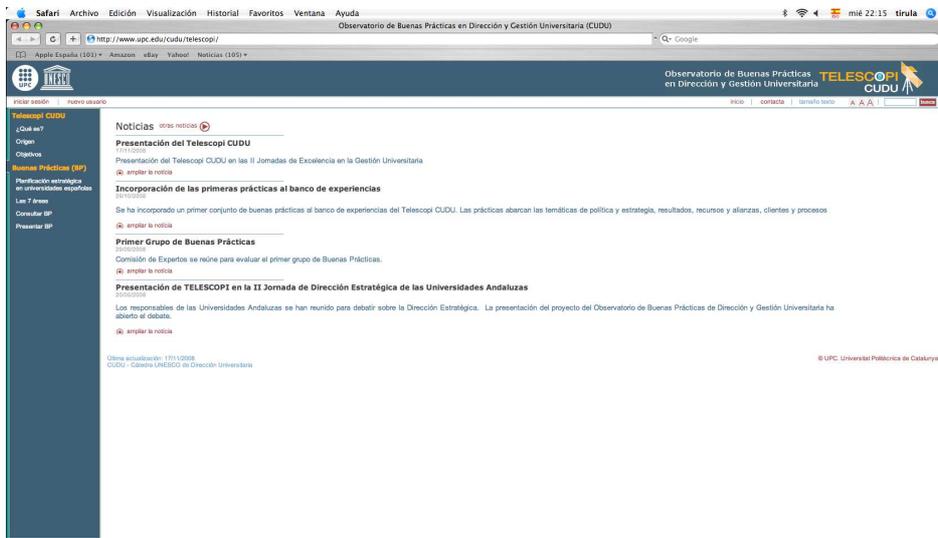
The creation of the observatory arises from the need to provide pertinent, organized and systematic information within reach of universities which would like to share in it. The basis for the creation of the Observatory was the compiled information from the Dissertation on Strategic Management in the Spanish Universities, delivered by during 2006-2007 year with a collaboration scholarship from the Chair. The fundamental questions of the study were:

- Which Spanish universities have developed a strategic plan?
- How are these Strategic Plans?

From these questions we have drawn up the Strategic Planning Map, which can be consulted through the observatory's website. We have also created an experience bank for the publication of best practices. These were categorized into seven thematic areas:

- 1) People
- 2) Policy and Strategy
- 3) Leadership
- 4) Processes
- 5) Clients
- 6) Resources and alliances
- 7) Results

The official launch of the Observatory in the Chair's website will be delivered by in October, 2008, with the publication of the first best practices validated by the commission's experts.



Publications

Higher Education in Latin America. 2007 Report.

Co-authors Spain: Cortadellas, J; Michavila, F; Martínez, J; Méndez, Castor. CINDA - Inter-University Center for Development.



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University Management, how we go from planning to action: developing an exploratory research on the role of narrative in the relationship between strategic planning and performance. Organization Development and Change. University Jean Moulin Lyon 3. Lyon. 2008. Co-authors : Giroto, Michele ; Mundet , Joan ; Cortadellas, Joan.

An approach to the effects produced by some models of strategic planning within higher education institutions: the case of performance and hidden costs. Proceedings of Festival International du Management. ISEOR (Universidad Jean Moulin, Lyon 3). Lyon, 2008. Co-authors: Giroto, Michele; Mundet, Joan.