



UNESCO Chair  
of Higher Education Management



UNIVERSITAT POLITÈCNICA DE CATALUNYA

# 2008-2009

**CUDU10**  
*anys compartint*



UNESCO Chair  
of Higher Education Management



UNIVERSITAT POLITÈCNICA DE CATALUNYA

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## Index

Summary.....	
Index.....	3
Message from the Director .....	4
History .....	5
Mission .....	6
Focused areas .....	6
Team .....	7
CUDU Statistics .....	15
Activities .....	17
Training .....	18
□ Open Training .....	19
❖ Strategic Management of Universities Posgraduate (DEU).....	20
❖ Diploma in High-Level University Management (DADU) .....	24
□ Tailor-Made Training.....	29
□ Conferences .....	32
❖ Organised by the CUDU.....	32
❖ With participation from CUDU’s members .....	34
Counseling and Consulting Services.....	37
Projects financed by the European Commission .....	39
Projects financed by the European Commission .....	39
Research.....	47
Articles and Publications .....	52

## 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 the Polytechnic University of Catalonia during the 2008-2009 academic year.

During this period, we have focused on University Management training and on counseling Management Teams from more than fifty Universities from Spain, Europe, Central Asia and the North of Africa

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



Federico Mayor Zaragoza, UNESCO Manager Director  
Jaume Pagès Fita, UPC's headmaster  
Joan Corominas Banco de Sabadell's President  
David Serrat, Generalitat de Catalunya, Research Manager

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, Netherlands, North Ireland, Poland, Romania, Russia, Spain, Ukraine, the United States of America, Uruguay and Venezuela.



## 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 institutions through management training, debate, policy diffusion, study, counseling and knowledge management.”**

Our motto is:

### QUALITY, INNOVATION AND SOCIAL COMMITMENT

## Focused areas

The main working areas we develop at CUDU are:

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

## Team



<b>Responsible:</b>	Antoni Giró Roca, UPC President
<b>Coordinator:</b>	Josep Casanovas García, Vice-Chancellor of university policy at UPC
<b>Academic Director</b>	Francesc Solé Parellada, Professor, Department of Business Management, UPC
<b>Academic Deputy Director</b>	Xavier Llinàs, Professor, Department of Business Management, UPC
<b>Technical Director</b>	Joan Cortadellas
<b>Technical Deputy Director</b>	Marisa Juste
<b>Technical and Administrative team:</b>	Adolfina Arabí Alícia Berlanga Luis Alejandro Chiaramonte Maria Eugènia Esbrí Michele Giroto Dolores Rejón Geny Saavedra

## Collaborators



- José Aguilar.  
MIND VALUE.
- Silvia Aguilar.  
Universitat Politècnica de Catalunya
- Isaías Álvarez.  
Instituto Politécnico Nacional de México.
- Mireia Armengol.  
Universitat Oberta de Catalunya.
- Pablo Arranz.  
Universidad de Burgos.
- Josefina Auladell.  
Universitat Politècnica de Catalunya
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Agència per a la Qualitat del sistema Universitari de Catalunya.
- Senén Barro.  
Universidad de Santiago de Compostela.
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- Trinidad Cerecedo.

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  - Ricard de la Vega.  
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  - Mireia de Mingo.  
Universitat Politècnica de Catalunya
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Universitat Politècnica de Catalunya.
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  - Ángel Gabilondo.  
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  - Antoni Giró.  
Universitat Politècnica de Catalunya.
  - Mercè Gisbert.  
Universitat Rovira i Virgili.
  - Rosa Amalia Gómez.

- Instituto Politécnico Nacional de México
- Valentina Guasch.  
Universitat Politècnica de Catalunya
- Federico Gutiérrez Solana.  
Conferencia de Rectores de las Universidades Españolas
- Juan Hernández.  
Universidad de Jaén.
- Alberto Jorge.  
Consultor.
- Ahmed Legrouri.  
Al-Akawayn University.
- Gonzalo León.  
Universidad Politécnica de Madrid.
- Faraón Llorens.  
Universidad de Alicante.
- Francisco López-Segrera.  
Global University Network for Innovation.
- Teresa Lozano.  
Conferencia de Rectores de las Universidades Españolas
- Xavier Marcet.  
LTC Project SL.
- Helena Martínez.  
Universitat Politècnica de Catalunya-
- Francisco Michavila.  
Universidad Politécnica de Madrid.
- Antonio Montañana.  
Universitat Jaume I
- Joan Mundet.

- Universitat Politècnica de Catalunya.
- Said Nouichi.  
Al-Akawayn University
- Elia Olea.  
Instituto Politécnico Nacional de México
- José María Ortiz.  
Universidad Antonio de Nebrija.
- Jaume Pagés.  
UNIVERSIA
- Martí Parellada.  
Fundación CYD.
- Javier Paricio.  
Universidad de Zaragoza.
- Joan Antoni Pastor.  
Universitat Politècnica de Catalunya.
- José Antonio Pérez.  
Universitat Politècnica de València.
- Anastasi Pérez.  
Universitat Politècnica de Catalunya.
- Amadeo Petitbó.  
Fundación Rafael del Pino.
- Montse Puig.  
Universitat Politècnica de Catalunya
- Gemma Rauret.  
Agencia Nacional de Evaluación de la Calidad y  
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- Santiago Roca.  
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Universitat Politècnica de Catalunya
- Francisco Toledo.  
Universitat Jaume I.
- Carlos Topete.  
Instituto Politécnico Nacional de México
- Jordi Torner.  
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- Carmen Trejo.  
Instituto Politécnico Nacional de México
- Javier Uceda.  
Universidad Politécnica de Madrid.
- Miguel Valero.  
Universitat Politècnica de Catalunya.
- Manuel Villa.  
Fundación Antonio de Nebrija.
- Paul Verdin.  
Katholieke Universiteit Leuven

## Collaborating

### Institutions:



- Agencia Nacional de Evaluación de la Calidad y Acreditación.
- Agencia para la Calidad del Sistema Universitario de Catalunya.
- Al-Akhawayn University in Ifrane.
- Conferencia de Rectores de Universidades Españolas.
- Departament d'Innovació, Universitats i Empreses de la Generalitat de Catalunya.
- Escola Superior de Emfermagem de Coimbra.
- Escuela de Negocios de Navarra.
- Fundación Rafael del Pino.
- Fundació Politècnica de Catalunya.
- Instituto Politécnico Nacional de México.
- Instituto Superior de Engenharia de Lisboa.
- Katholieke Universiteit Leuven
- LTC Project, S.L
- MIND VALUE.
- Ministerio de Educación. Secretaría General de Universidades.
- Mondragon Unibertsitatea.
- Universidad de Alicante.
- Universidad Antonio de Nebrija.
- Universidad Autónoma de Madrid.
- Universitat de Barcelona.
- Universidad de Cantabria.
- Universidad Europea de Madrid Universidad de Burgos.
- Universidad de Jaén.
- Universitat Jaume I de Castellón.
- Universitat Oberta de Catalunya.

- Universidad Politécnica de Madrid.
- Universitat Politècnica de València.
- Universidad Pontificia Comillas.
- Universitat Ramón Llull.
- Universitat Rovira i Virgili.
- Universidade de Santiago de Compostela.
- Universidad de Zaragoza.
- Vasco Euskal Herriko Uniberts.
- Vilniaus Gedimino Technikos Universitetas.

## CUDU Statistics

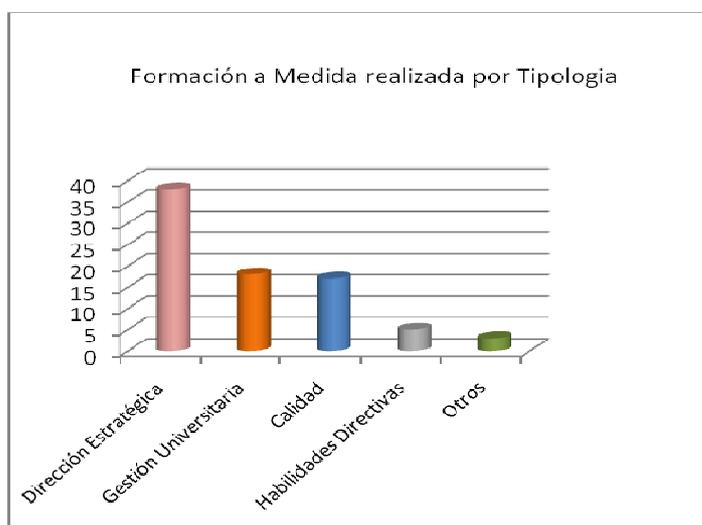
### Open Training

	Edition	Members	Institutions
Postgraduate course in Strategic Management of Universities (DEU)	<b>13</b>	<b>406</b>	<b>157</b>
Postgraduate Diploma in High-Level Universities Management (DADU)	<b>5</b>	<b>91</b>	<b>41</b>
Seminar in Institutional Communication, Planning and Implementation	<b>7</b>	<b>192</b>	<b>62</b>
Masters in University Policy and Management.	<b>3</b>	<b>52</b>	<b>15</b>
Seminar, University and its Region	<b>2</b>	<b>53</b>	<b>23</b>
International Masters in the Development and Management of Higher Education (MAGDES)	<b>1</b>	<b>35</b>	<b>1</b>

**841** directors from **299** institutions have participated in the seminars organised by the CUDU

### Tailor-made Training

CUDU has organised **109** tailor-made programs for **81** national and international institutions.



## General participation statistics for CUDU services, both training programs and consultations

73 out of 77 Spanish universities have participated in activities organised by the CUDU.



- *Universities for who the Chair has provided counselling for the implementation of strategic plans.*

107 Higher Education institutions from Latin America have participated in CUDU's activities.





## Activities

The Chair's activities have been developed within the Technical University of Catalonia at local, national and international levels.

These activities are divided into:

- Training.
- Counseling and consulting.
- Research.

## Training

The Chair organizes training courses and tutorials for those responsible for the management of universities, of higher education institutions as well as specialists with the ultimate aim of promoting the development of management teams at universities.

The training activities organized by the Chair are divided into open training, tailor-made training courses and other specific activities.



## Open Training

From the beginning, the Chair has developed a steady stream of courses and seminars on the strategic management and development of universities for management teams.

During the 2008-2009 academic year, two open training activities have been completed:

- Strategic University Management Seminar, 13th edition.
- Diploma in High-Level University Management, 5th edition.

A total of 46 people from 33 different higher education institutions have participated in these activities.

## ❖ Strategic Management of Universities Posgraduate (DEU)



The thirteenth edition of the Strategic Management of Universities was delivered during this academic year. The seminar consisted of two modules. The first module took place from the 13<sup>th</sup> to the 18<sup>th</sup> of November, 2008; and the second from the 22<sup>nd</sup> until the 28<sup>th</sup> of January, 2009.

The seminar was addressed to those responsible for the management of universities for instance: Rectors, Vice-Rectors, managers, deputy managers and other management 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 addressing the reinforcement and analysis of these areas.

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

- Strategic managing and quality.
- University organizational design.
- Change management and the strategic planning process.
- Strategic focuses of the teaching process.
- Strategic focuses to research and the transmission of knowledge.
- Communication and management of the university's brand
- The new pedagogical culture for the incorporation of the European Program for Higher Education.
- Corporate social responsibility
- Human resource policy in the university
- Information systems for strategic management.
- The university and it's environment
- University financing

- Economic management of the university
- Inter-university information systems.
- The evaluation and accreditation of universities

Management competency focuses are as follows:

- Habits for effectiveness
- Efficient presentations
- Problem solving
- Teamwork
- Interpersonal communication

The seminar closed with a conference called, 'University Networks' organized by Jaume Pages.

During the course, participating universities presented their experiences in four parallel workshops about their UPC management experiences.



The participating universities made the following presentations:

- *Fifth Developmental Plan, 2008 – 2013*, Universidad Nacional de Loja, de Ecuador.

- *Strategic Frameworks at the University*, Universidad Estatal a Distancia, Costa Rica.
- *Strategic Planning Process*, Universidad Nacional de Costa Rica.
- *Institutional Co-ordination of the Training and Evaluation of Teachers*, Universidad de Costa Rica.
- *The Institute of Educational Science: Strategic Planning 2007-2010*, Universitat Politècnica de Catalunya.
- *The Teacher's Role in UOC. A model for virtual asynchronous student-focused learning*. Universitat Oberta de Catalunya.
- *Adaptation to EEES: a challenge to communication with students*, Universitat Oberta de Catalunya.
- *Hazardous Waste Management at the University*, Universidad de Alicante.
- *State of the Nation Programme*, Consejo Nacional de Rectores de Costa Rica

Alongside our professors, who have participated in the courses, we have been further assisted by:

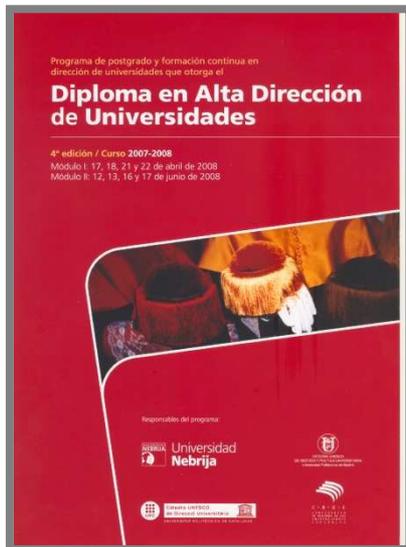
*Josefina Auladell, Javier Bará, Teresa Bofill, Joan Bravo, Irma Brito, Joan Cortadellas, Ricard de la Vega, Mireia de Mingo, Francesc Xavier Gil, Ester Giménez-Salinas, Mercè Gisbert, Valentí Guasch, Juan Hernández, Alberto Jorge, Xavier Llinás, Xavier Marcet, Antonio Montañana, Joan Mundet, Joaquim Olivé, Javier Paricio, Martí Parellada, Maria Ribera, Santiago Roca, Jesús Sans, Francesc Solé, Francisco Toledo.*

29 people from the following institutions participated in this seminar:

	University/ Institution	Country
1	INSTITUTO PROFESIONAL DuocUC	Chile
2	UNIVERSIDAD DEL TOLIMA	Colombia
3	CONSEJO NACIONAL DE RECTORES	Costa Rica
4	INSTITUTO TECNOLÓGICO DE COSTA RICA	Costa Rica
5	UNIVERSIDAD DE COSTA RICA	Costa Rica
6	UNIVERSIDAD ESTATAL A DISTANCIA DE COSTA RICA	Costa Rica
7	UNIVERSIDAD NACIONAL DE COSTA RICA	Costa Rica
8	UNIVERSIDAD NACIONAL DE LOJA	Ecuador
9	CONSELL INTERUNIVERSITARI DE CATALUNYA	Spain
10	ETEA (affiliated centre to the UNIVERSIDAD DE CÓRDOBA)	Spain
11	UNIVERSIDAD DE ALICANTE	Spain
12	UNIVERSIDAD DE SEVILLA	Spain
13	UNIVERSIDAD DE VALLADOLID	Spain
14	UNIVERSITAT JAUME I	Spain
15	UNIVERSITAT OBERTA DE CATALUNYA	Spain
16	UNIVERSITAT POLITÈCNICA DE CATALUNYA	Spain
17	UNIVERSITAT RAMON LLULL	Spain
18	PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ	Peru



## ❖ Diploma in High-Level University Management (DADU)



The Postgraduate diploma in High-Level University Management is offered in Madrid, and it is organised in collaboration with the Fundación Antonio de Nebrija, the UNESCO Chair for University Management and Policy at the Polytechnic University of Madrid, and Conference of University Rectors, Spain (CRUE).

The seminar was presented for the fifth time from the 24<sup>th</sup> to the 29<sup>th</sup> of April, 2009; and from the 11<sup>th</sup> to the 17<sup>th</sup> of June, 2009 at the Fundación Antonio de Nebrija.

The objectives of the programme were:

- Improve knowledge and skills of 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 as well as 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 each one lasting one week and two on-line modules, which precede and follow the in-class sessions.

Requirements for the diploma are: attendance at the face-to-face sessions, some required reading, written work related to the readings and a SWOT analysis of their university. Finally, they must complete an improvement project for their institution.

During the face-to-face sessions, the following areas were developed:

- Strategic management and quality.
- The university and its environment.
- The process of strategic planning.
- Strategic focus on teaching approaches.
- Strategic focus on research.
- Internal and external communication and brand promotion.
- Managing information systems for decision making.
- University financing.
- Networks for university management.
- The human value in the university.
- Assessment and accreditation.
- Experiences in the implementation of the Bologna guidelines.
- Employment preparation and the promotion of entrepreneurship.
- Corporate social responsibility at universities.

Also a variety of workshops were developed around management competencies related to leadership and the management of change.

The diploma includes practical workshops in different areas:

- Strategic planning workshop.
- Best practices in universities.

Seven conferences were organised featuring prominent figures from the university world, such as: *Marisa Juste, Franciso López-Segrera, Jaume Pagés, Pello Salaburu, Federico Gutiérrez Solana, Javier Uceda and Manuel Villa.*

Among the teaching staff they were *José Aguilar, Mireia Armengol, Senén Barro, Joan Cortadellas, Josep Maria Duart, Empar Escoin, Javier Fernández, Ángel Gabilondo, Mercè Gisbert, Juan Hernández, Alberto Jorge, Gonzalo León, Faraón Llorens, Xavier Marcet, Francisco Michavila, Antonio Montañana, Joan Mundet, José Antonio Pérez, Gemma Rauret, Màrius Rubiralta, Francesc Solé and Francisco Toledo.*

17 people from the following institutions participated at the seminar:

- Universidad Politécnica de Valencia, Spain
- Universidad de Alicante, Spain
- Colegio Universitario de Estudios Financieros, Spain
- Universidad de Las Palmas de Gran Canarias, Spain
- Universidad de Oviedo, Spain
- Universidad Metropolitana de Caracas, Venezuela
- Universidad de Jaén, Spain
- Instituto Politécnico do Porto, Portugal
- Universidad Miguel Hernández de Elche, Spain
- Universidad Nacional de Educación a Distancia, Spain
- Universidad Politécnica de Madrid, Spain
- Universidad de Valencia, Spain
- Universidad de Cádiz, Spain
- Universidad Antonio de Nebrija, Spain

## International Masters in the Development and Management of Higher Education (MAGDES).



This programme studies, in depth, the most practical aspects of higher educational institution management. This solid theory base facilitates the study of the most frequently used management techniques. At the same time, participants work and experiment with best practice policies from internationally recognised universities.

The program is presented with both face-to-face and on-line components. On-line work is provided through a virtual classroom embracing both curriculum materials and thematic-based work to underpin both the teaching and learning process alongside a series of tools allowing for inter-action between teachers and students, both in real time and asynchronously.

The general objective of the program is to prepare, educate and develop managers and leaders for institutions and educational systems with competency in strategic management. This would allow for increased efficiency, quality and relevance in education as well as better management of the innovation processes and greater educational development through academic interaction and research with high profile interdisciplinary teams.

From the teaching staff, we were able to count on the participation of *Silvia Aguilar, Isaías Álvarez, Anna Rosa Cánovas, Trinidad Cerecedo, Francisco Javier Chávez, Luis Chiaramonte, Josep Coll, Alfons Garin, Joan Carles Gil, Rosa Amalia Gómez, Xavier Llinàs, Helena Martínez, Elia Olea, Joan Antoni Pastor, Montse Puig, Luis Arturo Rivas, Manel Rojas, Ana Serra, Francesc Solé, Carlos Topete and Carmen Trejo.*

## **Tailor-Made Training**



Seven seminars and workshops have been organized by the Chair for the management team. These are adapted to the specific needs and requests of five institutions.

These are as follows:

- 1 Pontificia Universidad Católica (Peru).** Development of quality and strategic management for upper management at Pontificia Universidad Católica de Perú. The sessions took place from the 17<sup>th</sup> to the 20<sup>th</sup> of September, 2008 and were presented by Joan Cortadellas

### **Universities and Regional Management of Bío-Bío (Chile).**

Development of best practices and initiatives in sustainability, innovation, entrepreneurship and relations between corporations and the university. Designed for managers in local government and universities in the Bio-Bio area.

The session took place on the 25<sup>th</sup> of September, 2008 and it was presented in collaboration by Joan Cortadellas and Geny Saavedra.

- 3 Universidad del Valle de Toluca (Mexico).** Two sessions were offered discussing quality and strategic management:

one for the Universidad del Valle de Toluca's managers and another for students from the BA, masters, PhD and postgraduate Business Management courses from the same university.

The session took place on the 13<sup>th</sup> of October, 2008 and was presented by Joan Cortadellas.

**Development of managers from the university centres in the State of Mexico, in Toluca (Mexico).**

**4**

Development of quality and strategic management for university and pre-university managers from the State of Mexico, in Toluca. The session took place on the 14<sup>th</sup> of October, 2008 and was presented by Joan Cortadellas.

**5**

**Development of upper management from the Tecnológico Estudios Superiores de Ecatepec (Mexico).** Development of quality and strategic management for upper managers from Tecnológico Estudios Superiores de Ecatepec. The session took place on the 15<sup>th</sup> of October, 2008 and was presented by Joan Cortadellas.

**Development of management at the universities of Costa Rica, forming the closure of the University Management Seminar**

**6**

**offered at the Universitat Jaume I de Castellón (Spain).** Development of quality and strategic management at Costa Rican Universities. The session took place on the 5<sup>th</sup> of February, 2009 and was presented by Joan Cortadellas.



## **7 International Diploma in Upper Management for Educational Institutions (Mexico)**

Development of quality and strategic management for Mexican universities. The sessions took place from the 4<sup>th</sup> to the 11<sup>th</sup> of March, 2009 and were presented by Joan Cortadellas, Xavier Llinàs and Francesc Solé.

## Conferences

### ❖ Organised by the CUDU

- *University Networks*. Jaume Pagés, Conseller-Delegat d'Universia. Delivered on Wednesday the 28<sup>th</sup> of January, 2009 as part of the 13th edition of the Strategic University Management Seminar.
- *University Rankings*. Marisa Juste, Technical Subdirector of the UNESCO University Management Chair. Delivered on the 23rd of April, 2009 as part of the 5<sup>th</sup> edition of the Diploma in University Upper Management.
- *Comparative Analysis of the University Systems in the United States and Europe*. Delivered by Pello Salaburu, ex-Rector of the University of the Basque Country. Delivered on the 24<sup>th</sup> of April, 2009 as part of the 5<sup>th</sup> edition of the Diploma in University Upper Management.
- *High Education in Latin America*. Francisco López Segreña- Academic consultant, GUNI. Delivered on the 27th of April, 2009 as part of the 5<sup>th</sup> edition of the Diploma in University Upper Management.
- *UNIVERSIA Website*. Jaume Pagés Conseller-Delegat d'Universia. Delivered on Tuesday April 28<sup>th</sup>, 2009 as part of the 5th edition of the Diploma in University Upper Management.
- *The Relationship between Government and Society*- Francisco Michavila- Director of the UNESCO Chair in University Management and Policy at the Universidad Politécnica de Madrid. Delivered on Thursday June 11<sup>th</sup>, 2009 as part of the 5th edition of the Diploma in University Upper Management.
- *The Role of Private Universities within the University System*. Manuel Villa. President of la Fundación Antonio de Nebrija. Delivered on Friday June 12<sup>th</sup>, 2009 as part of the 5th edition of the Diploma in University Upper Management.

- *An overview of Spanish Universities.* Delivered by Federico Gutiérrez Solana, President of CRUE and Vice-Chancellor of Universidad de Cantabria. Delivered on Monday June 15<sup>th</sup>, 2009 as part of the 5th edition of the Diploma in University Upper Management.
- *Societal Requirements and the University.* Javier Uceda. Vice-Chancellor of the Universidad Politécnica de Madrid. Delivered on Tuesday June 16<sup>th</sup>, 2009 as part of the 5th edition of the Diploma in University Upper Management.



❖ With participation from CUDU's members

**“Alternatives and proposals for university governance”**

Presented by Francesc Solé Parellada. Closing keynote lecture of the congress on “Alternatives and Proposals for University Governance” organised by the Universidad Internacional Menéndez Pelayo (UIMO) in Santander in September 2008.

**“An approach to the effects produced by some models of strategic planning within higher education institutions: the case of performance and hidden costs”**. Presented by Joan Mundet and Michele Giroto as part of the *Festival International de Management* organised by the Universidad Jean Moulin Lyon 3 (ISEOR) in Lyon, in October 2008.

**“The university and professional development: challenges and opportunities”**

Presented by Francesc Solé Parellada as part of the program *University – Society* at the Consell Social of the Universitat Autònoma de Barcelona, in Barcelona, in October 2008.

**“Conclusions and future perspectives on university and corporate cooperation within the forum on curricular development and entrepreneurship”**

Presented by Francesc Solé Parellada as part of the congress on *Forum University Business* organised by the European Commission and the Canary Island Government in Tenerife, in October, 2008.

**“Science and technology for quality and development”**. Presented by Francesc Solé Parellada as part of the National Congress on *The Social Contract for Quality Education* in November, 2008.

**“Globalization and strategic planning for higher education”**. Presented by Francesc Solé Parellada as part of the *Aula Magna Academic Congress* at Pontificia Universidad Católica de Perú, in November, 2008.

**“Comparative studies in international higher education: education for the 21<sup>st</sup> century”**. Organised by Centro Internacional Miranda and presented by Joan Cortadellas, in Caracas (Venezuela), in November, 2008.

**“Telescopi Cudu Project: the observatory for best practices in university management”**. A poster presented by Michele Giroto and Joan Cortadillas as part of the ‘Second Conference on Excellence in University Management’ organised by the Universidad de Cádiz at their campus in Jerez de la Frontera in November, 2008.

**"Strategic management and quality"**. Presented by the Technical Director at CDU, Joan Cortadellas. The lecture was given at the Departament d'Educació de la Generalitat de Catalunya, in Barcelona on the 4th of November, 2008.

**"Strategic management and quality"**, Presented by the Technical Director at CDU, Joan Cortadellas. The lecture was given at the Departament d'Educació de la Generalita de Catalunya, in Barcelona on the 14th of January, 2009.

**“Are strategic plans useful?”**

Presented by Joan Cortadellas and Michele Giroto as part of the *Third Seminar on Strategic Management in Andalusian Public Universities*. Organised by the Universidad de Málaga, Marbella, in February, 2009.

**“Strategic management”**. Presented by Joan Cortadellas at a seminar organised by the Centre per a la Sostenibilitat (CITIES-UPC), in Barcelona (Spain), in February, 2009.

**Strategic planning: has it been written and read fruitfully? Some evidences from the higher education sector**. Lecture presented by Michele Giroto and Joan

Mundet at the Annual Conference of the European Academy of Management (EURAM). Organised by Liverpool University, Great Britain in May, 2009.

**Towards social e-learning environments in universities.** Lecture presented by Alicia Berlanga at the Annual Conference of the European Distance Elearning Network (EDEN), organised by EDEN and the European Commission, Poland in May, 2009.

**“Ambition with vision”.** Presented by Joan Cortadellas at the ‘Conferences for Quality in Management’ organised by the UPC, in Barcelona (Spain) in May, 2009.

**“Evaluation, revision and improvement of quality management systems: management frameworks”.** Presented by Joan Cortadellas at a development seminar organised by the Office of Planning, Evaluation and Quality at the UPC, Barcelona (Spain) in May, 2009.

**“Communication between the university and society: society’s interest in advances in research”.** Presented by Francesc Solé Parellada as part of a seminar by the Ayuntamiento de Corrientes and by the Universidad Internacional Menéndez Pelayo (UIMP), in Santander, in July, 2009.

**“Strategic management of universities”.** Presented by Francesc Solé Parellada as part of a seminar organised by the Ayuntamiento de Corrientes, Argentina, in July, 2009.

**“The influence of strategic language and micro-practice on strategic success”.** Lecture presented by Michele Giroto and Joan Mundet at the Critical Management Conference (CMS 6) at Warwick University, Great Britain, from the 13<sup>th</sup> to the 15<sup>th</sup> of July, 2009.

## Counseling and Consulting Services

During the 2008-2009 academic year the Chair has organised nine tailor-made consultation programs for institutions, which aimed to improve key aspects of their strategic management, communication, information and marketing strategies.

**1** **Campus de Palencia – Universidad de Valladolid (UVa)**, Spain. Consultation on the creation of an Institutional Strategic Plan for Palencia de la Uva's campus. Provided by Joan Cortadellas, Marisa Juste and Alicia Berlanga from September to December 2008.

**Universidad Nacional Tecnológica del Cono Sur (UNTECS)**, Peru. Consultation with the management team to review the Institutional Project from UNTECS. Provided by Joan Cortadellas in September 2008.

**2**

**3** **Agència per a la Qualitat de les Universitats de Catalunya (AQU)** Spain. Consultation on the creation and implementation of the Institutional Strategic Plan from AQU. Provided by Joan Cortadellas from October 2008 to July 2009.

**Centre de Terminologia Català - TERMCAT**. Spain. Consultation on ISO 9001:2000 implementation in concordance with the services offered by TERMCAT. Provided by Alicia Berlanga. The process began in April 2008 and it is expected to receive certification in October 2009.

**4**

**5** **Escola Tècnica Superior d'Enginyeria de Telecomunicacions (ETSETB)**. Spain. Consultation on the creation and implementation of the Institutional Strategic Plan from ETSETB. Provided by Joan Cortadellas.

Consultation began during the previous course and is expected to be completed in September 2009.

**Escola Superior de Enfermagem de Coimbra (ESENFC).**

Portugal. Consultation on the continuation of the Institutional Strategic Plan from ESENFC. Provided by Joan Cortadellas from September 2008 to February 2009.

**6**

**7** **Universidad de Salamanca (USal).** Spain. Consultation on the creation and implementation of the Institutional Strategic Plan from USal. Provided by Joan Cortadellas and Alberto Jorge commencing in March 2009 and completed in July 2009.

**Universitat Oberta de Catalunya.** Spain. Consultation on the creation and implementation of the Institutional Strategic Plan from UOC. Provided by Joan Cortadellas and Ricard de la Vega commencing April 2009 and completed July 2009.

**8**

**9** **Institut de Tècniques Energètiques (INTE) de la Universitat Politècnica de Catalunya (UPC).** Spain. Consultation on the revision and implementation of the new Institutional Strategic Plan from INTE. Provided by Joan Cortadellas and Ricard de la Vega in July 2009.

## Projects financed by the European Commission



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

During the 2008-2009 year the Chair has continued working with TEMPUS Program and has received a project within program ALFA's framework.

TEMPUS is a European Commission Program which aims to promote systems development and higher education institutions in designated countries, through cooperation with members from the European Union.



## Projects financed by the European Commission



## Telescopi NET

### **The Network of Observation for Best Practices by the Directors of Strategic University Management in Latin America and Europe**

#### **General Objective:**

The creation of a permanent international network of observations by the Strategic University Management Group which would allow for the selection, highlighting and dissemination of best practices in order to increase quality and practical application within higher education. This would contribute to the creation of a space which would assist in inter-university collaboration between Europe and Latin America.

#### **Specific Objectives:**

- To establish strategic management observatories for quality and relevance within the countries which are part of the network.
- To collaborate in reinforcing or improving each of the partner institution's strategic management model.
- To maintain a reliable and sustainable network of observations in creating a common space within Latin America and an interchange between Latin America and Europe.



#### ***Latin American Partners:***

- 1) Universidad Nacional de General San Martín (Argentina)
- 2) Universidad Privada de Santa Cruz de la Sierra (Bolivia)
- 3) Universidad Estadual de Campinas (Brazil)

- 4) Pontificia Universidad Católica de Valparaíso (Chile)
- 5) Universidad de Concepción (Chile)
- 6) Universidad de Talca (Chile)
- 7) Universidad de los Andes (Colombia)
- 8) Universidad del Valle, (Colombia)
- 9) Pontificia Universidad Javeriana (Colombia)
- 10) Universidad del Norte (Colombia)
- 11) Universidad de Costa Rica (Costa Rica)
- 12) Escuela Superior Politécnica del Litoral (Ecuador)
- 13) Universidad Centroamericana José Simeón Cañas (El Salvador)
- 14) Universidad del Valle de Toluca, (Mexico)
- 15) Universidad de Panamá (Panama)
- 16) Universidad Nacional de Asunción (Paraguay)
- 17) Pontificia Universidad Católica del Perú (Peru)
- 18) Universidad Católica de Uruguay (Uruguay)
- 19) Universidad Simón Bolívar (Venezuela)

***European Partners:***

- 1) Universidad Politécnica de Cataluña (Spain)
- 2) Universidad de Barcelona (Spain)
- 3) Université catholique de Louvain (Belgium)
- 4) Instituto Superior de Engenharia de Lisboa (Portugal)
- 5) Vilniaus Gedimino Technikos Universitetas (Lithuania)

**Principal activities:**

- To detect the needs of and analyse situation of strategic management within the countries taking part in the project.
- Definition of the conceptual framework for university planning and management.
- Structuring of national observatories
- Construction and creation of the network of observatories.
- Establishment of mechanisms to assure the network's sustainability in Europe and Latin America.
- Creation of a virtual platform for the network.
- Creation of a web page.

- Diffusion of University Strategic Management best practices through articles in international magazines.
- Organization of benchmarking activities.
- Coaching activities for those who require it most from amongst the higher education institution partners.





**Project Tempus Meda “Eduquex”: Quality and Excellence in Higher Education Management.** Coordinating Institution: CUDU-UPC. Associated Institutions: University catolique de Louvain (Belgium), Al-Akhawayn University (Morocco).

The Eduquex Project began in November, 2007 and it will be completed in December, 2009.

One of the priorities for the TEMPUS program in Morocco is the development of university management systems which will contribute to quality improvements within their institutions.

The principle aim of this project is the development and implementation of the *partnered* university strategic plan alongside the implementation of the EFQM quality model.



The projected results are:

- Development of the *Partner* University Strategic Plan.
- The identification of tools and best practices needed to complete the implementation plan.
- Training and education processes for those involved: Rectors, Vice-Rectors, Deans, committees or others).
- Application of the EFQM model as a quality tool.
- Use of EFQM model assessments to monitor progress.

[www.upc.edu/cudu/eduquex](http://www.upc.edu/cudu/eduquex)



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

Coordinating institution: CUDU-UPC. Associated

institutions: Istituto per lo Sviluppo della Formazione dei Lavoratori, University of Greenwich, University of Surrey, Sciento, Eifel, Eden.

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

The eTTcampus 2.0 project began in November, 2007 and it will be completed in December, 2009.

The projected results are:

- Research into the impact of the application of social media tools in the educational sector.
- Creation of management systems for understanding web 2.0 tools for teaching staff.
- Creation of management tools for understanding and monitoring virtual learning systems.

**[www.ettcampus.org](http://www.ettcampus.org)**

### **Project Tempus “IUKM”: Inter University Knowledge Management.**

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

The project began in September, 2006 and it will be completed in November, 2009.

The aim of this project is knowledge management planning and application at designated universities with the ultimate goal of strengthening Turkmenistan's universities through training of their teaching and management staff.

The TICs will have two purposes: widespread use in the higher education curriculum and in the knowledge managements system which will be created.

Turkmenistan is a country in transition from a closed 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. Simultaneously, the higher education institutions of Turkmenistan have expressed, since the country's independence, an important need for sector specific vocabulary for the Turkmen language.

The completed activities for this academic year were:

- Planning, design and development of a financial training course for Turkmenistan's teachers.
- Completion of a glossary of economic and financial terms in English, Russian and Turkmen.

- Creation of a virtual resource space (*Moodle*) with pedagogical resources and material about economics and finances, which can be visited at:

[www.upc.edu/cudu/iukm](http://www.upc.edu/cudu/iukm)



## Research

### 1) Directions in Research

The Chair promotes the study and expansion of university management and policy around the world with an open innovative perspective and in collaboration with other higher education institutions in these areas:

- University management and strategic planning
- University governance and organization
- Financing of university systems
- Innovation in organization and management systems
- Evaluation and quality at universities
- Universities and their region's development
- Management of education, research and the diffusion of information
- Human resource management.

### 2) TEAM

- Francesc Solé Parellada
- Francesc Xavier Llinàs
- Joan Cortadellas
- Luis A. Chiaramonte
- Marisa Juste
- Michele Giroto

### 3) CURRENT RESEARCH

Some of the Chair's research which is under development is:

- **Current Strategic Management at Spanish Universities**

The Chair is coordinating the European Commission's Alfa program which is a project for the structuring and creation of a network of observatories of best practices in strategic university management in Latin America and Europe. There are twenty-four partnered institutions from 18 different countries. The central objective is the creation of a permanent international network for

observatories of strategic university management. This would allow the selection, clarification and diffusion of best practices and would contribute to the creation of a space for interuniversity collaboration between Europe and Latin America.

One of the project's activities is the completion of an analysis of the current situation in strategic university management in each partnered country. In Spain's case, a survey has been put in place to evaluate the current situation in Spanish universities regarding strategic management. The publication of this survey is projected for October 2009.

- **Implementation of Strategic Planning and its Results at High Educational Institutions**

Higher educational institutions are facing many challenges in achieving efficiency and effectiveness. As a result many institutions have tried (voluntary or under obligation) to adopt new management and processing systems. Higher Education Institutions (IES) around the world are investing important resources in strategic planning (PE) as well as the evaluation of programs to improve institutional functionality and to satisfy the stakeholder's requirements. For example, in Spain more the 80% of the universities have begun a strategic planning project. Moreover, there have been some initial reflections completed: Have higher educational institutions improved their performance with the implementation of their strategic plans? In addition, has the strategic plan really been useful? How did the strategic plan perform?

Considering these reflections in conjunction with previous studies done by the Chair, a PhD thesis is being carried out studying the research and implementation of these strategies and their performance within the higher educational institutions. Within this study, research is examining to what degree the adoption of strategic discussion and practices are influencing the performance of the defined strategy. The methodology in use is the study of relevant examples at European universities. The proposal for the PhD thesis was introduced to the Department of Business Management at the [Universitat Politècnica de Catalunya](#) in September 2008.

- **The Role of University Rankings in University Strategies**

Higher institutions' rankings have existed for decades, promoted by private organizations, mediators, professional associations, governments and universities. Despite this, the systematic use of rankings became common practice less than a decade ago. Eleven out of twenty of the most highly regarded rankings have emerged since the year 2000.

The growth of the higher education system in the last decades, in terms of the exponential growth in both the number of students and higher educational institutions; the growth in the number of students outside their country of residency and as a result the universities' need to attract students, researcher-

teachers and financing at national and international levels; the general requirement of providing guarantees of quality through clear evidence and the account submission; the importance of satisfying the growing demand for guarantees of quality; the instruments which allow for comparison between institutions along with the emergence of consumer behaviour on the part of the user who is looking for quick clear information access. These are only some of the reasons for the proliferation of RNK both at national and international levels.

A widespread sentiment among experts concerns the fact that even though rankings are controversial, rejected and criticized “they are here to stay” (Merisotis, 2002).

In consequence, there is consensus about the need for research in order for the universities to position, defend and improve themselves from the rankings.

The ranking systems have been criticized over the reliability of their information, their methodology and their objectivity. This is because the systems select a series of indicators and give each a value or weight. This weighting of specific indicators imposes a definition of quality upon the institutions. Unfortunately, this process can subsequently influence the sustainability of higher educational institutions' strategies; and in some cases, creating negative effects, for example when universities adapt their strategies to the rankings indicators without considering the coherence of their mission and objectives necessary in order to collaborate with the development of their geographic region.

The arts and humanities are particularly vulnerable to these rankings while within polytechnic universities engineering remains very vulnerable as well. Pure science, however, has clearly benefited. The objective of the investigation is to analyse the definition of quality that rankings impose, and to evaluate how they alter decision making at universities. This would allow them to make the decision of which ranking reflects the required quality of technological and higher educational institutions and which reflects the mission and objectives of the universities requested by society.

This awareness of the importance of rankings, not only as tools for measuring prestige but also as a powerful tool that could influence the continued improvement of universities, has led European institutions in higher education, with assistance of the European Commission, to begin work on the creation of a university ranking system designed to express diversity and specialization as well as performance within their respective missions.

As a result, the rankings competed by Germany's Centrum für Hochschulentwicklung - the Centre for the Development of Higher Education (CHE) - is considered to be the most highly respected. Their objective ranking system is not so much a process of classification so much as an orientation to the quality and strengths of each university, and not simply as a whole, but as per its departments and specialisations. This ranking system even has an on-line system to allow for self-ranking. The user can prioritize the indicators according to his or her preferences and obtain a ranking that matches their

needs.

The research done by CUDU is developed within the parameters promoted by the European Commission and considering the principles of quality and reliability in ranking from, "Berlin Principles on Ranking of Higher Education Institutions" published in 2004 by the European Centre for Higher Education, UNESCO (UNESCO-CEPES) and the Institute for Higher Education Policy in Washington D.C. in an effort to organize the many conceptual and methodological problems of rankings.

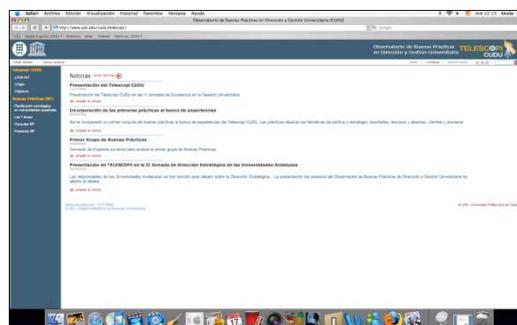


## Creation of an Observatory for Best Practices in University Management and Direction (Telescopi CUDU)

The Observatory for Best Practices in University Management and Direction was started in October, 2008 and can be visited at the CUDU's web page: [www.upc.edu/cudu/telescopi](http://www.upc.edu/cudu/telescopi).

A considerable number of activities have been undertaken by Spanish universities during this period. The Committee of Experts have completed two large evaluation groups with the objective of clarifying and selecting the best practices to form a part of the knowledge bank. As a result, there are now a total of nineteen best practices from 15 Spanish Higher Educational Institutions listed which entail many specific topics: Human Resources, Policy and Strategy, Clients, Advantages of Alliances, Processes and Results.

As a follow up to these activities there is, in process, a proposal for widening the reach of Telescopi CUDU, as well as renewing and re-structuring its contents and resources. This widening is linked with the creation of Telescopi Net, a network of observatories on best practices in strategic university management in Latin America and Europe. Its objective is to disseminate knowledge of best practices in management being carried out in the institutions of each partner country.



## Articles and Publications



**SPANISH UNIVERSITY'S STRATEGIC PLANNING** Joan Cortadellas. Report CYD, 2008.

**“INTERNATIONAL BRIEFING 20: TRAINING AND DEVELOPMENT IN ANDORRA”**

Marcos Eguiguren-Huerta, Xavier Llinàs-Audet, Martí Parellada-Sabata  
International Journal of Training and Development  
Oxford, 2008.

**“PROFESSIONAL AND INTERPERSONAL SKILLS FOR ICT SPECIALISTS”.**

Ariadna Llorens-Garcia, Xavier Llinàs-Audet, Ferrán Sabaté  
Washington, 2009.