

UNESCO Chair of Higher Education Management

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Cátedra UNESCO
de Dirección Universitaria



UNIVERSIDAD POLITÉCNICA DE CATALUÑA

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INTRODUCTION

During the 2002-03 academic year the UNESCO Chair of University Management (CUDU) continued the initiatives that had already been consolidated in the field of university management and policy, and in making studies and carrying out research projects in the university field, in collaboration with institutions that wish to explore a more innovative higher education that is better adapted to the needs of society and more committed to the progress of society.

It is a great satisfaction to be able to state that in the 2002-2003 academic year the CUDU was awarded the UNITWIN-UNESCO prize for its enterprise capacity during the course of the *World Forum of UNESCO Chairs* held in Paris in November 2002.

Joan Cortadellas

Technical Director of the UNESCO Chair of University Management,

Technical University of Catalonia

THE MISSION OF THE CUDU

The mission of the CUDU is to promote the quality, innovation and social commitment of higher education institutions in the area of management, through debate, dissemination of policies, training, studies, coaching and knowledge management, all of which contribute to achieving excellence.

The CUDU's motto is: quality, innovation and social commitment.

AREAS OF WORK OF THE CUDU

Its main areas of work are:

- Strategic management at universities
- University policies and higher education funding
- Innovative organisation and management systems
- Knowledge management
- Integrated management of communications and marketing
- Good governance and accountability
- Universities and regional development
- Management of teaching and research

The activities carried out by the CUDU during the 2002-03 academic year can be divided into four fields: training, coaching, networks and publications.

1 TRAINING

Seminar on the Strategic Management of Universities and the Development of Management Teams (5th edition, from 18 to 22 November 2002, from 24 to 26 February 2003 and from 28 to 30 April 2003)

The aim of this seminar is to serve as a meeting point to reflect on strategic management systems and to foster the training and professional development of higher education institution managers in Spain and in Latin America. It is intended for persons in charge of university management: rectors, vice-rectors, managers, vice-managers and management teams of elected bodies.

The methodology of the seminar was designed to obtain maximum performance from the group work. The aim of this methodology is not only to facilitate the transmission of concepts and knowledge but also to develop suitable forums for reflection through plenary debates, exercises and discussion groups. The programme includes the following elements:

- Conceptual frameworks
- Practical experiences
- Thematic workshops
- Colloquia

This edition of the seminar was divided into three parts: Reflexion on the role of strategic management in universities, strategic planning of teaching and research and quality, and information systems for decision making in universities.

The following universities took part in this edition:

- Pontificia Universidad Católica of Peru
- University of Castilla-La Mancha
- University of La Rioja
- University of Jaén
- University of León
- University of Oviedo

Over 100 persons from 53 universities have now attended the editions of this seminar.

Seminar on communication “Facing the future: from attracting students to the integral management of relations” (21-23 May 2003)

This seminar was held in a environment in which experiences were shared on the initiatives aimed at student loyalty that universities have put into operation in the last few years due to the falling birth rate and the increase in the educational offering. The seminar reflected on why some activities aimed at attracting students do not give the desired results, and placed special emphasis on finding practical answers to the questions that all managers ask themselves when they set up and revise their processes of gathering students and student loyalty:

- The selection of valid information and analysis tools for decision making.
- Programming of the stages and schedule.
- Identifying the necessary resources.
- Organisational design and assignation of responsibilities to set up effective plans.

The seminar was aimed at university managers (boards of directors, deans of faculties and directors of schools), communication managers (vice-rectors of institutional relations and students, heads of communication offices) and

information and orientation managers (heads of information, recruitment and orientation of students).

This seminar was attended by 43 persons belonging to the following institutions:

- CSEU, La Salle, Madrid
- Dobra Marketing
- E.S. Tecnología e Gestão Leiria (Portugal)
- Florida Universitaria
- Instituto Politécnico de Leiria (Portugal)
- Mondragón Unibertsitatea
- Pontificia Universidad Católica of Peru
- Pontificia Universidad Javeriana (Colombia)
- Open University of Catalonia (UOC)
- Universidad Católica de Valparaíso (Chile)
- Universidad Complutense of Madrid
- University of Alacant
- University of Almería
- University of Burgos
- University of Cantabria
- University of Deusto
- University of Girona
- University of León
- University of Sarragossa
- Universidad Pablo de Olavide (Seville)
- Technical University of Catalonia
- Technical University of Valencia
- Pompeu Fabra University
- Universidad Pontificia Comillas
- Ramon Llull University
- Rovira i Virgili University

Master's Degree in University Management and Policy

In the 2002-2003 academic year the second edition of the Master's Degree in University Management and Policy was started. It is organised by the Technical Foundation of Catalonia in collaboration with the CUDU, the UNESCO Chair of University Policy and Management of the Technical University of Madrid and the Ministry of Universities, Research and the Information Society of the Generalitat (government) of Catalonia.

It is an integral training programme aimed at managers of universities. Its main aim is to provide university managers and policy makers with knowledge, skills and techniques to enable them to carry out an innovative management and governance that is socially responsible and aware of the changes taking place in higher education.

The Master's Degree in University Management and Policy has an Advisory Board and an Academic Committee that is composed of specialists in university policy and management of recognised prestige from Spain, other European countries and Latin America. Ferran Laguarda, professor of the Technical University of Catalonia,, and Francesc Michavila, professor of the Technical University of Madrid were responsible for the academic management of the programme.

The modules of the master's programme are:

1. Strategic management and management of university institutions and systems
2. Management of teaching and of continuing education
3. Management of research. Transfer of knowledge and innovation in universities
4. University services and public management

5. Economics, funding and budgetary management
6. Management of persons in professional organisations. Management skills of the professionals
7. The new University in the knowledge society
8. Professional project

The programme combines face-to-face sessions with directly applicable professional projects, continual tutoring, a personalised schedule of contacts and the analysis of experiences and tools from different countries.

This second edition of the master's programme was attended by 16 persons, all from universities, governments and public administrations with responsibilities for managing and governing higher education in various fields in Spain and several Latin American countries.

The participants in this edition belong to the following institutions:

- Universities Board
- Ministry of Education and Science, Autonomous Government of Andalusia
- Directorate-General of Higher Education, Government of Aragón
- Directorate-General of Research, Generalitat (government) of Catalonia
- Directorate-General of Universities, Community of Madrid
- Directorate-General of Universities, Generalitat (government) of Catalonia
- Pontificia Universidad Católica (Peru)
- SIGMA
- Universidad Austral de Chile
- Autonomous University of Barcelona
- Universidad Católica de Valparaíso
- University of Jaén
- Rovira i Virgili University

Training and research visits in university management

The UNESCO Chair of University Management fosters vocational training visits and supports the writing of reports and dissertation, in collaboration with other institutions. During the 2002-03 academic year six persons went on vocational training and research visits.

Tailor-Made Training

- **University Coordination Board.** For the third consecutive year we collaborated in training in the area of university services of the University Quality Plan.
- **University of León.** Two tailor-made training sessions were given, one for the self-assessment committees of university services and one for the the management.
- **EUPRIO (European Universities Public Relations and Information Officers Association).** 14th Conference. Communication on Quality Indicators in Universities, (5-8 September, 2002).
- **Universidad Carlos III of Madrid.** Training programme on Management of Science and Technology. Communications on Quality Management in Universities, (10-11 October, 15 October, 4 December and 12-13 December, 2002)
- **13th Congress on Values of Companies and Society (Barcelona).** Participation in the Area of Quality and Excellence, with an Introduction on the Seal of Excellence at UPC, (16-17 October, 2002).

- **University of Quilmes (Argentina).** Permanent Seminar on Higher Education. Communication on Total Quality in Universities, (14 November, 2002).
- **Secretariat of University Policies** of the Ministry of Education, Science and Technology of Argentina International Workshop on Models of Budgetary Allocation in the Argentine University System. Introduction on Quality in Universities: Indicators, for whom? (15 November 2002).
- **20th Working Session on University Management (Logroño).** Participation in the round table on Support to Management with the communication on Supporting Bureaus for Managers (16-18 October, 2002).
- **Conference of Rectors of Spanish Universities.** Training programme for the Management Staff. Teaching of the module of Assessment and Improvement of University Services, (Autonomous University of Barcelona, 4-6 November, 2002 and Autonomous University of Madrid, 11-13 December, 2002).
- **University of Girona. Institute of Education Sciences.** Participation in a cycle of conferences on teaching at the La Garrotxa secondary school of Olot, (6 November, 2002).
- **Escola Industrial secondary school of Sabadell (Barcelona).** “Strategic management of Education Institutions”. Participation in the cycle of lectures (19 February, 2002).
- **University of San Simón. Cochabamba (Bolivia).** Continuous Modular Training Programme in University Management. Teaching of the module on Integral Quality in Higher Education (presentation to managers), (26-28 February, 2003).

- **Montilivi secondary school (Girona).** 7th Working Session “Abril at School”. Participation in the cycle of lectures (Girona) (24 April, 2003).
- **Unit for the Quality of Andalusian Universities (UCUA).** Seminar on Strategic Management in Andalusian Universities for management staff. Teaching of the first module in Baeza, Jaén (6-7 March, 2003) and the second module in Antequera, Malaga, (3-5 June, 2003).
- **Universidad de Matanzas Camilo Cienfuegos (Cuba).** Participation in the 4th International Workshop on University Management. “Quality in universities and strategic positioning”, (6-11 May, 2003).
- **University of Córdoba.** Teaching of the Seminar on Strategic management of Universities, (10-11 June, 2003).
- **Area of Planning, Assessment and Studies (UPC).** Participation in the Training Sessions for Management of the Units of UPC, (30 May and 2, 4 and 10 June, 2003).
- **Training of Trainers Unit (UPC).** Postgraduate programme on Quality in Secondary Education, Presentation of the EFQM Methodology. (7-8 July, 2003).
- **Pontificia Universidad Católica of Peru.** Teaching of the seminar-workshop on Strategic management and Total Quality (21-23 July, 2003).
- **Institute for Quality of the Pontificia Universidad Católica of Peru.** Teaching of the International Seminar on Self-Assessment in Institutions for Continual Improvement, (24-25 July, 2003)
- **Quercus secondary school of Sant Joan de Vilatorrada (Barcelona).** 3rd Training Session on Quality. Communication on “Involvement of Persons in an Institutional Quality Plan” (3 September, 2003).

- **University of Cádiz.** Working Session on Strategic Planning. Presentation of “Techniques for Fostering Group Dynamics”, (4-5 September, 2003).
- **International University of Catalonia.** Teaching of the Seminar-Workshop on Self-Assessment, (15, 16, 18, 19 and 23 September, 2003).

2 COACHING

The CUDU participated in the drawing up of the Strategic Plan of the University of Oviedo, for which it carried out a whole programme of work with its rectorial staff (2002-03).

It also participated in the drawing up of the Strategic Plan of the Language and Terminology Service of UPC (2002-03).

It advised the NGO “SETEM” on the drawing up of its Strategic Plan (2002-03).

It organised a working session with the management of the schools of UPC: School of Architecture of the Vallès (14-02-03) and Faculty of Mathematics and Statistics (05-09-03) on the drawing up of their new Strategic Plan.

3 NETWORKS

Barcelona Quality-Training Network

Organisation and participation in the working sessions:

- Faculty of Economics of the University of Barcelona. Subject: "University Ranking". Speaker: Prof. Jesús de Miguel (08-10-02).
- Collbató Centre of EADA. Subject: "Management by Competences". Speakers: Prof. Lucía Langa and Mónica Pagès. Presentation of the FORQ Association. (10-12-02).
- Catalan Institute of Technology. "Application of the EFQM model in a management program" (18-03-03)
- International University of Catalonia. Subject: "The Experience of Introducing Quality Systems in CECE Centres" (15-05-03).

Universities Network of the Quality Management Club

- Participation in the meeting held at the University of Seville. Subject: "Accreditation Systems in Higher Education" (14-06-02).
- Participation in the preparation of the meeting held at the Universidad Complutense of Madrid. Subject: "The Seal of Excellence" (22-11-02).
- Participation in the meeting held at the University of Santiago de Compostela. Subject: Assessment of the Quality of Universities (20-06-03).
- Participation in the Work Group of the meeting held at the Quality Management Club (Madrid). Subject: "Advanced Profile Adapted to Universities and to the Institutional Sphere" (30-07-03).

CINDA Network

- Participation in the International Technical Seminar on Quality Indicators for the Education Management in Universities. Santiago de Chile. Communication on "Information for Decision Making: Internal Indicators and External Indicators" (22-24 October, 2002).

Network of UNESCO Chairs

- National Meeting of UNESCO Chairs held in Salamanca. Participation in the work groups of the chairs with outreach in Latin America on communication and marketing, (22-24 October, 2002).
- Coordination of the group of UNESCO Chairs with outreach in Latin America (CUPI) for the presentation of Projects to the Secretariat-General of the Spanish Cooperation Commission, in collaboration with UNESCO.
- The CUDU attended the World Forum of UNESCO Chairs held in Paris on 13-15 November 2002, to commemorate the 10th anniversary of the UNITWIN/UNESCO Chairs Programme. **At this FORUM the CUDU was awarded the UNITWIN prize for its enterprise capacity.**

The World Forum assessed the progress achieved by the UNESCO Chairs and the UNITWIN networks in the areas of competence of UNESCO. In addition to the UNESCO Chairs, the World Forum was also attended by the UNITWIN networks, the National Commissions of UNESCO, international governmental and non-governmental organisations, higher education institutions and sponsors of the public and private sector, and the media.

- Participation in the First Civil Network Meeting of the UNESCO in Spain and Latin America, held in Cáceres on 3-6 June 2003, forming part of the work group: “Higher Education and Communication: the Knowledge Society”.

The GUNI Network (Global University Network for Innovation)

The permanent Secretariat of the GUNI is at the Technical University of Catalonia, and the UNESCO Chair of University Management is responsible for the executive management of this institution.

4 PUBLICATIONS

Higher Education Newsletter

This is a network information and knowledge service resulting from the collaboration of the Global University Network for Innovation (GUNI), the UNESCO Chair of University Management and the Conference of Rectors of Spanish Universities. It is aimed at all groups, institutions and persons who wish to receive periodical information on issues related to the situation of universities. In the 2002-03 academic year the following newsletters were issued:

- Universities and Knowledge Management
- Adults at University
- Towards a European Higher Education Area
- The Environment in Universities
- Policies of Cooperation in Universities
- Accountability